

Building, Measuring and Leading for Organizational Wellbeing and Resiliency



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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?

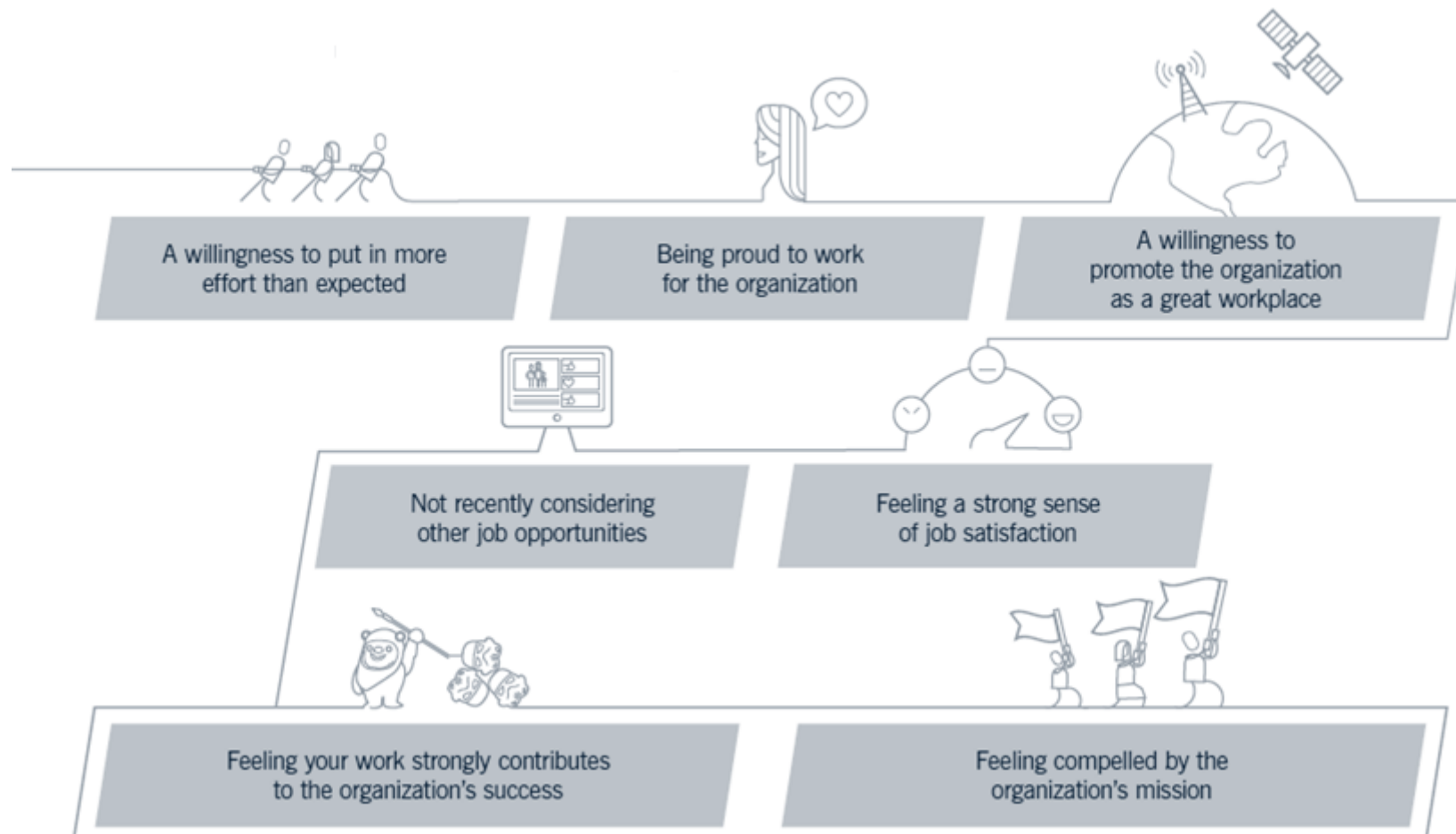




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What We're Aspiring To...

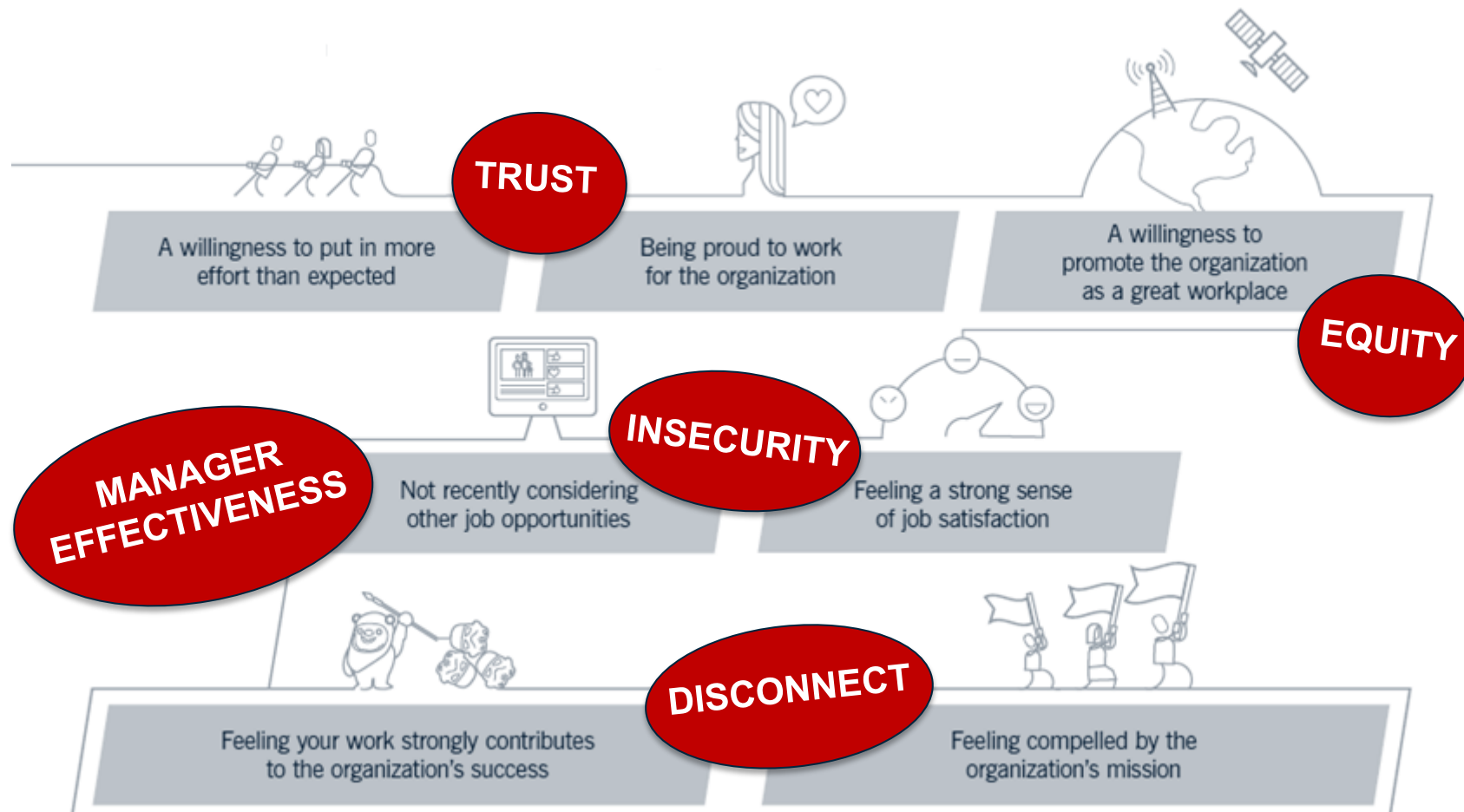




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What We're Aspiring To...




















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Connecting Stressors, Engagement Derailers and Health Risks

Long hours	Feelings of Job Insecurity	Feelings of Injustice or Unfairness	Work / Family Conflict
can contribute to:	can contribute to:	can contribute to:	can contribute to:
 an increased risk of high blood pressure	 an increase in stress	 an increased risk of migraines	 an increased risk of sleep disorders
 an increased risk of diabetes	 an increased risk of heart attack	 an increased risk of high blood pressure	 increased sickness related absences
 an increased risk of obesity	 a decreased opinion of health	 an increased risk of burnout	 an increased risk of heart attack
 an increased risk of injury		 an increased risk of depression	 a decreased opinion of health



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Thinking differently about Personal and Organizational Wellbeing



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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



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Organizational Wellbeing

*It's all
connected!*



Culture

Manager Effectiveness
Leadership
Workload **Conflict**
Talent Engagement
Policies

Behavior

safety **Fitness**
Family **Benefits**
Finances **Conflict**
performance
Addiction
Mental Health

Risk

Health & Safety
Attract/Retain
Performance
Financial

Outcomes

Individual
Organizational
Patients



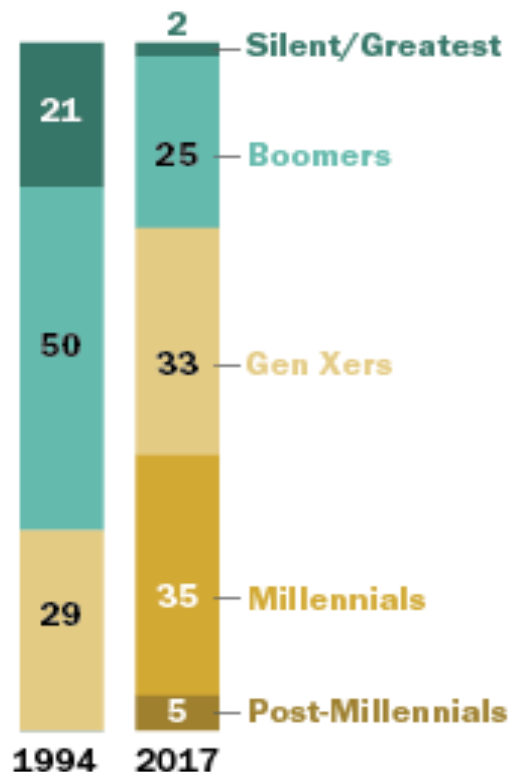
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Our Workforce...

More than a third of the workforce are Millennials

% of the U.S. labor force



50%

By 2020,
nearly half of
the workforce
will be
Millennials

75%

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

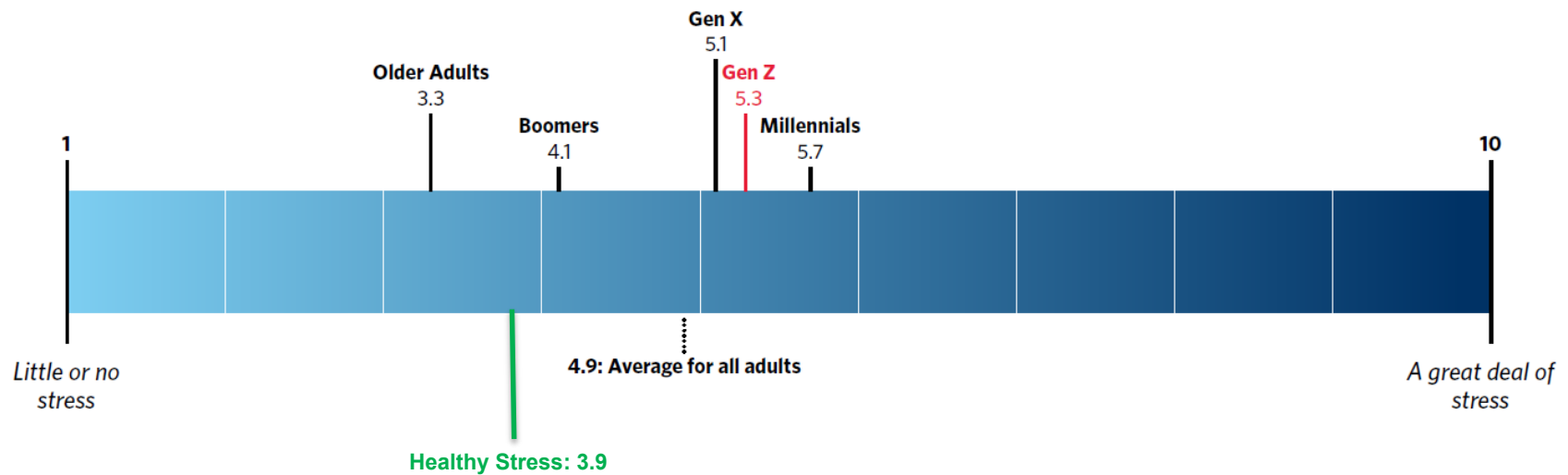


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Average Stress Levels

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

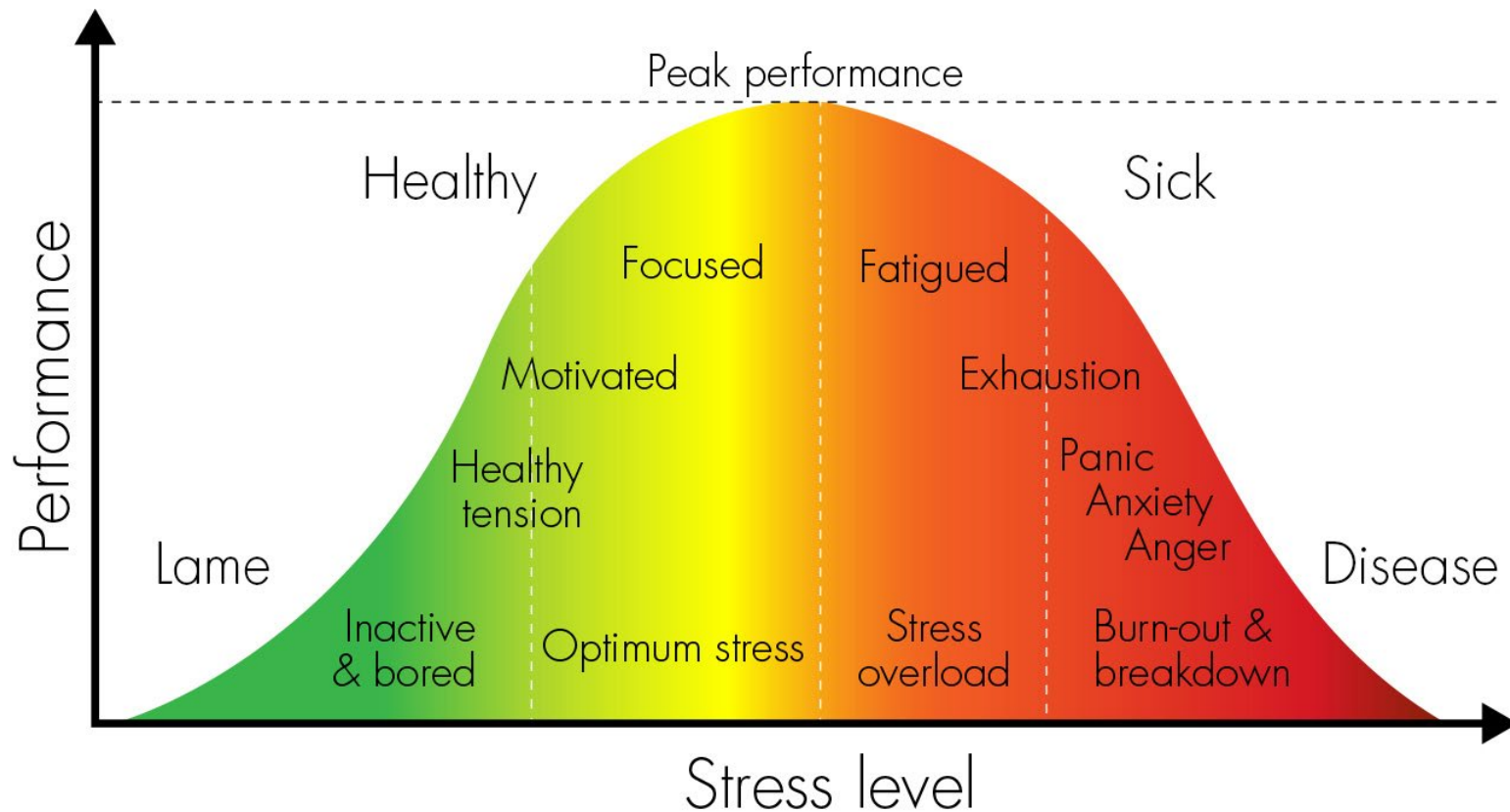




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Healthy Stress is not an Oxymoron





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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**



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



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Defining Resiliency



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

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





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How do we “operationalize” organizational wellbeing and resiliency





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Defining Engagement and how it influences Organizational Performance



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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.



What Is Influenced by an Engaged Workforce?

Operational & Financial:

- Quality
- Safety
- Profit Margin/Revenue

Human Performance:

- Productivity
- 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

Dimension	Profile 1 (Negligible Burnout) 24%	Profile 2 (Slight Burnout) 33%	Profile 3 (Moderate Burnout) 28%	Profile 4 (High/Intense Burnout) 15%
Exhaustion	5.08	4.38	3.68	2.89
Cynicism	5.55	4.74	3.87	2.68
Inefficacy	5.59	4.45	3.43	1.73
Depersonalization	5.88	5.22	4.30	3.00
Burnout	5.80	5.21	4.65	3.89
Engagement	5.82	5.15	4.25	2.94

- 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.

Controlling Burnout Through Resiliency



Composure & Adaptability—ability to remain calm and flexible;
Coping—effective strategies to manage situations/oneself;
Enthusiasm & Optimism—positive belief in oneself/others/outcomes;
Perspective—seeing challenges/negative events as opportunities;
Professional Support—resources to take care of situations/oneself;
Recovery—speed/tendency to bounce back;
Self-awareness—understanding personal stress threshold

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.



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How do Engagement, Burnout & Resiliency Connect...

Exploring the Engagement-Burnout-Resiliency Link

Dimension	Profile 1 (Negligible Burnout) 24%	Profile 2 (Slight Burnout) 33%	Profile 3 (Moderate Burnout) 28%	Profile 4 (High/Intense Burnout) 15%
Burnout	5.80	5.21	4.65	3.89
Resiliency	5.57	4.98	4.71	4.24
Engagement	5.82	5.15	4.25	2.94

- Score is based on a 6-point Agreement (Likert) Scale where 6 is the most favorable response;
- 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



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

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?*

Key Driver Model A

- 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?

Key Driver Model B

- 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?

Model C

- 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



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How do we “operationalize” organizational wellbeing and resiliency





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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

***Understand
how their
behavior
influences
their workforce***

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



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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...

***The managers
emotional
response is
contagious***

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



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



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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





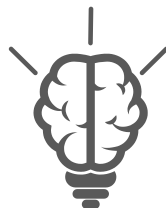
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Support Connectedness

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



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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.



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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.

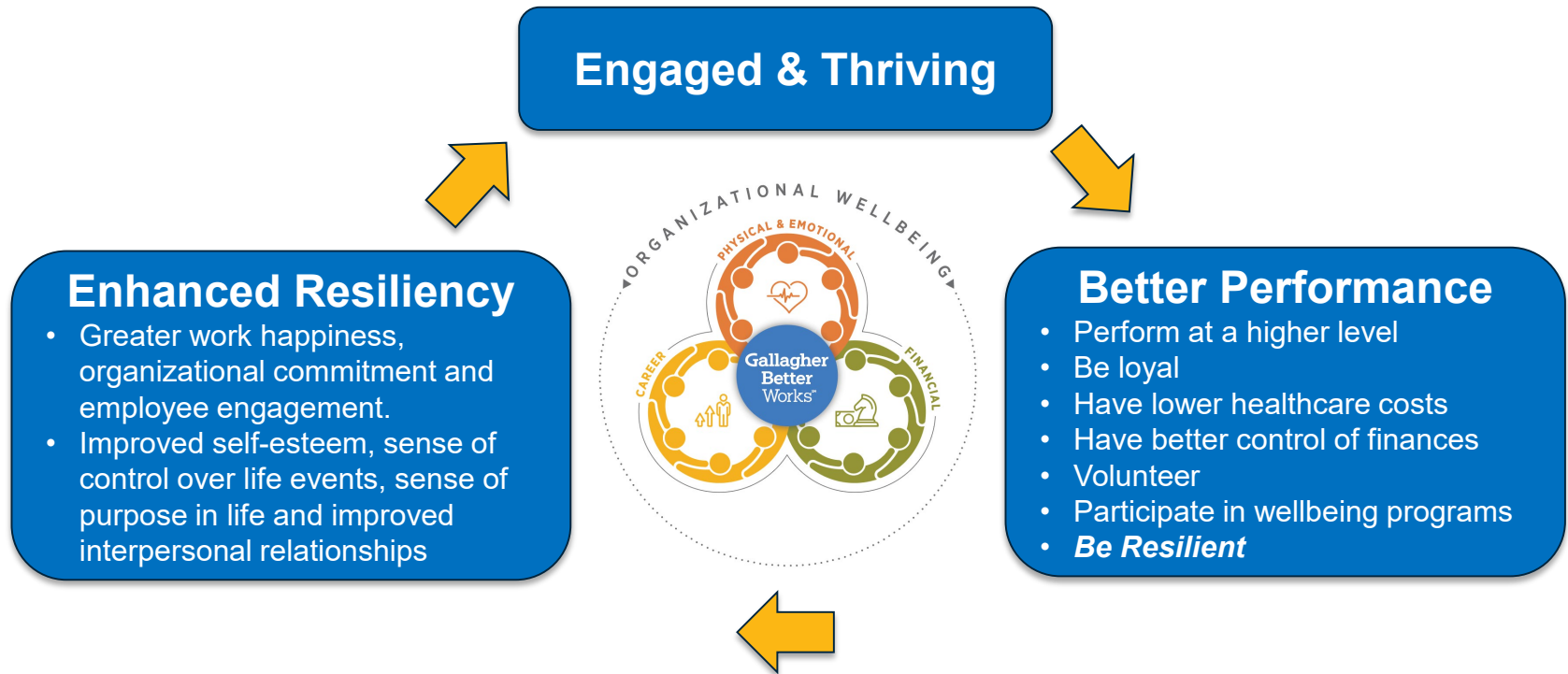
3

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...





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