The Role Human Nature Plays in Organizational Success

National Summit on Workplace Mental Health and Wellbeing in Graduate Academic Environments
Johns Hopkins University

Jim Harter
Gallup
Pre-Pandemic Changing Workplace

- Far more racial, cultural and gender diversity than prior generations
- Remote working continues to increase
- Most workers are now matrixed
- Digitization is radically changing the nature of work
- Mobile technology is blurring work and life
- Contingent and “gig” jobs
- The most desired perk: workplace flexibility

- Advances in the science of management
- Stagnant practices of management
- Changing expectations of work
Emerging Workplace Expectations Are Shifting
What future workplaces want and need

My Paycheck
My Satisfaction
My Boss
My Annual Review
My Weaknesses
My Job

My Purpose
My Development
My Coach
My Ongoing Conversations
My Strengths
My Life
Stress Among Employees Worldwide

*Did you experience the following feelings during A LOT OF THE DAY yesterday? How about stress?*
Rising Trends: Lifetime and Current Depression Rates

Has a doctor or nurse ever told you that you have depression?
Do you currently have or are you currently being treated for depression?

- % Yes, lifetime depression
- % Yes, current depression
The Role Human Nature Plays in Organizational Outcomes

Measurable Outcomes

Student Engagement

Fulfill Mission

- Earnings Increase
- Stock Increase
- Revenue Growth

Engaged Customers

The Gallup Path®
The Great Customer Resignation

The American Customer Satisfaction Index (ACSI), The University of Michigan

Customer Satisfaction

<table>
<thead>
<tr>
<th>Year</th>
<th>Customer Satisfaction</th>
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<tbody>
<tr>
<td>1994</td>
<td>74.0</td>
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<td>2008</td>
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<td>2010</td>
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<td>2014</td>
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<td>2016</td>
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<td>2018</td>
<td>76.0</td>
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<tr>
<td>2020</td>
<td>73.2</td>
</tr>
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<td>2022</td>
<td>73.2</td>
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</table>
The Role Human Nature Plays in Organizational Outcomes

Fulfill Mission

Measurable Outcomes

Student Engagement

Faculty and Staff Engagement

The Gallup Path®
Overall Student Scores Reflect Faculty Engagement

Department A: Highest Faculty Engagement
Highest Student Scores

Department E: Lowest Faculty Engagement
Second-Lowest Student Scores
Employee Engagement Trends Globally, in the U.S. and in Best Practice Organizations

First Global Drop in Over 10 Years; U.S. Drop Followed

Employee Engagement Trends

% Engaged

U.S. Global Best-practice organizations

First Global Drop in Over 10 Years; U.S. Drop Followed

WF Q1 2023, U.S. Employees MOE: ±1 point. 2021 Gallup World Poll, Global Employees MOE: ±1 point. Percentages for best-practice organizations are average percentages of engaged employees across annual Gallup Exceptional Workplace Award winners; percentages reflect the year that Gallup collected the winners’ engagement data — not the year that Gallup named the award winners.
## Engagement trend by Age Group

<table>
<thead>
<tr>
<th>Year</th>
<th>N Size</th>
<th>% Actively Disengaged</th>
<th>% Not Engaged</th>
<th>% Engaged</th>
</tr>
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<tbody>
<tr>
<td><strong>AGE: &lt; 35 Years Old</strong></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>2019</td>
<td>2260</td>
<td>12%</td>
<td>50%</td>
<td>37%</td>
</tr>
<tr>
<td>2020</td>
<td>2094</td>
<td>12%</td>
<td>48%</td>
<td>40%</td>
</tr>
<tr>
<td>2021</td>
<td>4718</td>
<td>14%</td>
<td>52%</td>
<td>34%</td>
</tr>
<tr>
<td>2022</td>
<td>7115</td>
<td>17%</td>
<td>50%</td>
<td>33%</td>
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<tr>
<td><strong>Age: 35+ Years Old</strong></td>
<td></td>
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<tr>
<td>2019</td>
<td>11921</td>
<td>17%</td>
<td>50%</td>
<td>33%</td>
</tr>
<tr>
<td>2020</td>
<td>11500</td>
<td>16%</td>
<td>49%</td>
<td>35%</td>
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<tr>
<td>2021</td>
<td>32681</td>
<td>17%</td>
<td>49%</td>
<td>34%</td>
</tr>
<tr>
<td>2022</td>
<td>55706</td>
<td>18%</td>
<td>50%</td>
<td>32%</td>
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</table>
Engagement Elements

Needs
- Learning and growth
- Progress discussions
- Strong social bonds
- Committed coworkers
- A mission or purpose
- Opinions Count
- Development
- Cared about as a person
- Recognition
- Do what I do best
- Materials and equipment
- Clear expectations

Disrupters
- Digitization
- Mobile technology
- Work hours
- Flexible scheduling
- Remote working
- Job hopping
- Contingent workers
- Matrix
Meta-Analysis Across 122,000 teams and 2.7 million individuals

- Cross Industry

<table>
<thead>
<tr>
<th>Customer</th>
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<tbody>
<tr>
<td>Productivity</td>
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<td>Financial outcomes</td>
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<tr>
<td>Wellbeing</td>
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<td>Organizational Citizenship</td>
</tr>
<tr>
<td>Attendance</td>
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<tr>
<td>Retention</td>
</tr>
<tr>
<td>Safety</td>
</tr>
<tr>
<td>Quality</td>
</tr>
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</table>
The Five Elements of Wellbeing

- From a **global study** of thriving in life
- They describe aspects of your life that you can do something about.
- Career wellbeing is foundational but all five are important
- The five predict mental health outcomes

**CAREER**
You like what you do every day.

**PHYSICAL**
You have energy to get things done.

**COMMUNITY**
You like where you live.

**FINANCIAL**
You manage your money well.

**SOCIAL**
You have meaningful friendships in your life.

Mental & Emotional Wellbeing
# How the five elements of wellbeing are additive in explaining important outcomes

*Career, social, financial, physical, community*

<table>
<thead>
<tr>
<th># of elements thriving</th>
<th>% Net Thriving</th>
<th>% Diagnosed Depression</th>
<th>% Burnout very often or always</th>
<th>% Anxiety</th>
<th>Disease burden cost per person</th>
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<tbody>
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<td>0</td>
<td>28</td>
<td>37</td>
<td>37</td>
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<td>37</td>
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<td>71</td>
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<td>3</td>
<td>86</td>
<td>13</td>
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<td>98</td>
<td>3</td>
<td>9</td>
<td>9</td>
<td>$3,598</td>
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Findings after controlling for demographic differences  
Source: Gallup Panel 2019-2020
The Role Human Nature Plays in Organizational Outcomes

Fulfill Mission

Measurable Outcomes

Student Engagement

Faculty and Staff Engagement

The Gallup Path
Strengths—A Short-Cut to Meaningful Conversations

<table>
<thead>
<tr>
<th>EXECUTING</th>
<th>INFLUENCING</th>
<th>RELATIONSHIP BUILDING</th>
<th>STRATEGIC THINKING</th>
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</thead>
<tbody>
<tr>
<td>Achiever</td>
<td>Activator</td>
<td>Adaptability</td>
<td>Analytical</td>
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<tr>
<td>Arranger</td>
<td>Command</td>
<td>Developer</td>
<td>Context</td>
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<tr>
<td>Belief</td>
<td>Communication</td>
<td>Connectedness</td>
<td>Futuristic</td>
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<tr>
<td>Consistency</td>
<td>Competitive</td>
<td>Empathy</td>
<td>Ideation</td>
</tr>
<tr>
<td>Deliberative</td>
<td>Maximizer</td>
<td>Harmony</td>
<td>Input</td>
</tr>
<tr>
<td>Discipline</td>
<td>Self-Assurance</td>
<td>Includer</td>
<td>Intellection</td>
</tr>
<tr>
<td>Focus</td>
<td>Significance</td>
<td>Individualization</td>
<td>Learner</td>
</tr>
<tr>
<td>Responsibility</td>
<td>Woo</td>
<td>Positivity</td>
<td>Strategic</td>
</tr>
<tr>
<td>Restorative</td>
<td></td>
<td>Relator</td>
<td></td>
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</table>
Energy during moments of the day

Note: median individual summaries of approximately 750 momentary ratings across 152 participants during work time
Impact of Strengths in Business and Higher Education

• Business
  – Manager Engagement
  – Employee Engagement
  – Customer
  – Safety
  – Retention
  – Productivity
  – Financial Outcomes

• Higher Education
  – Faculty and Staff Engagement
  – Student Self Efficacy and Engagement
  – Student Retention
  – Student Achievement
  – Team Collaboration
  – Leadership Development
  – Career Readiness
  – Community Service
The Role Human Nature Plays in Organizational Outcomes

Fulfill Mission

Measurable Outcomes

Student Engagement

Faculty and Staff Engagement

Leaders & Department Heads

Great Manager (70%)

The Gallup Path
Three Requirements for Effective Coaching

- Establish Expectations
- Continually Coach
- Create Accountability
Meaningful Feedback Once Per Week

16% say their last conversation with their manager was “extremely meaningful”: 80% engaged

Five factors

- Recognition or appreciation for recent work
- Collaboration and relationships
- Current goals and priorities at work
- The length of the conversation
- Employee strengths or the things they do well
Big 6 College Experiences Related to Preparedness and Engagement in Work

- At least one professor who made me excited about learning.
- Professors cared about me as a person.
- A mentor who encouraged my goals and dreams.
- Long-term project taking a semester or more to complete.
- Internship of job where I applied my learning.
- Extremely involved in extracurricular activities and organizations.
Grads’ Success = Relationship-Rich Education...

64% “At least one professor who made me excited about learning”

27% “Professors cared about me as a person”

22% “A mentor who encouraged my goals and dreams”

14% Of all graduates experienced all three
...And Work-integrated and Experiential Education

- 32% “Long-term project taking a semester or more to complete”
- 30% “Internship or job where applied learning”
- 20% “Extremely involved in extracurricular activities and organizations”

6% Of all graduates experienced all three
The “Big Six” College Experiences and Preparation for Life Outside of College

### Number of Support and Experiential Learning Experiences

<table>
<thead>
<tr>
<th></th>
<th>Have Experienced</th>
<th>Strongly Agree: &quot;&lt;My college&gt; prepared me well for life outside of college&quot;</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>24%</td>
<td>5%</td>
</tr>
<tr>
<td>One</td>
<td>23%</td>
<td>15%</td>
</tr>
<tr>
<td>Two</td>
<td>19%</td>
<td>29%</td>
</tr>
<tr>
<td>Three</td>
<td>14%</td>
<td>44%</td>
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<tr>
<td>Four</td>
<td>10%</td>
<td>57%</td>
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<tr>
<td>Five</td>
<td>6%</td>
<td>71%</td>
</tr>
<tr>
<td>Six</td>
<td>3%</td>
<td>85%</td>
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The “Big Six” College Experiences and Engagement at Work

As the number of big six experiences increases, engagement increases. But only 3% of college graduates had all six experiences.

**NUMBERING OF BIG SIX COLLEGE EXPERIENCES**

- % Who had number of big six experiences
- % Engaged at work

<table>
<thead>
<tr>
<th>Number of Experiences</th>
<th>% Who had big six experiences</th>
<th>% Engaged at work</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>25%</td>
<td></td>
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<tr>
<td>1</td>
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<td>3</td>
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<tr>
<td>4</td>
<td>10%</td>
<td>53%</td>
</tr>
<tr>
<td>5</td>
<td>6%</td>
<td>61%</td>
</tr>
<tr>
<td>6</td>
<td>3%</td>
<td>65%</td>
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The Gallup Path

The role human nature plays in organizational outcomes

Measurable Outcomes → Fulfill Mission

Student Engagement

Faculty and Staff Engagement

Great Manager (70%) → Strengths to Role

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