

Why Well-Being in the Workplace Matters for Organizational Performance and How To Improve It

Dr. Rachel Cubas-Wilkinson, Principal OD Consultant
Dr. Rich Thompson, Senior Director, Research



Presenters

Dr. Rachel Cubas-Wilkinson

Principal OD Consultant, The Myers-Briggs Company



- Passionate about people development
- Leads Consultancy Services for The Myers-Briggs Company, US
- Partners with organizations to resolve people-development challenges
- Master's and Doctoral Degrees in Organizational Leadership. Graduate specialization in Adult Learning.

Dr. Rich Thompson

Senior Director of Research, The Myers-Briggs Company



- Leads The Myers-Briggs Company research worldwide
- Extensive background in developing assessments and surveys for use in both organizational information gathering and predictive research
- Master's and PhD degrees, both in psychology, from Texas Tech University



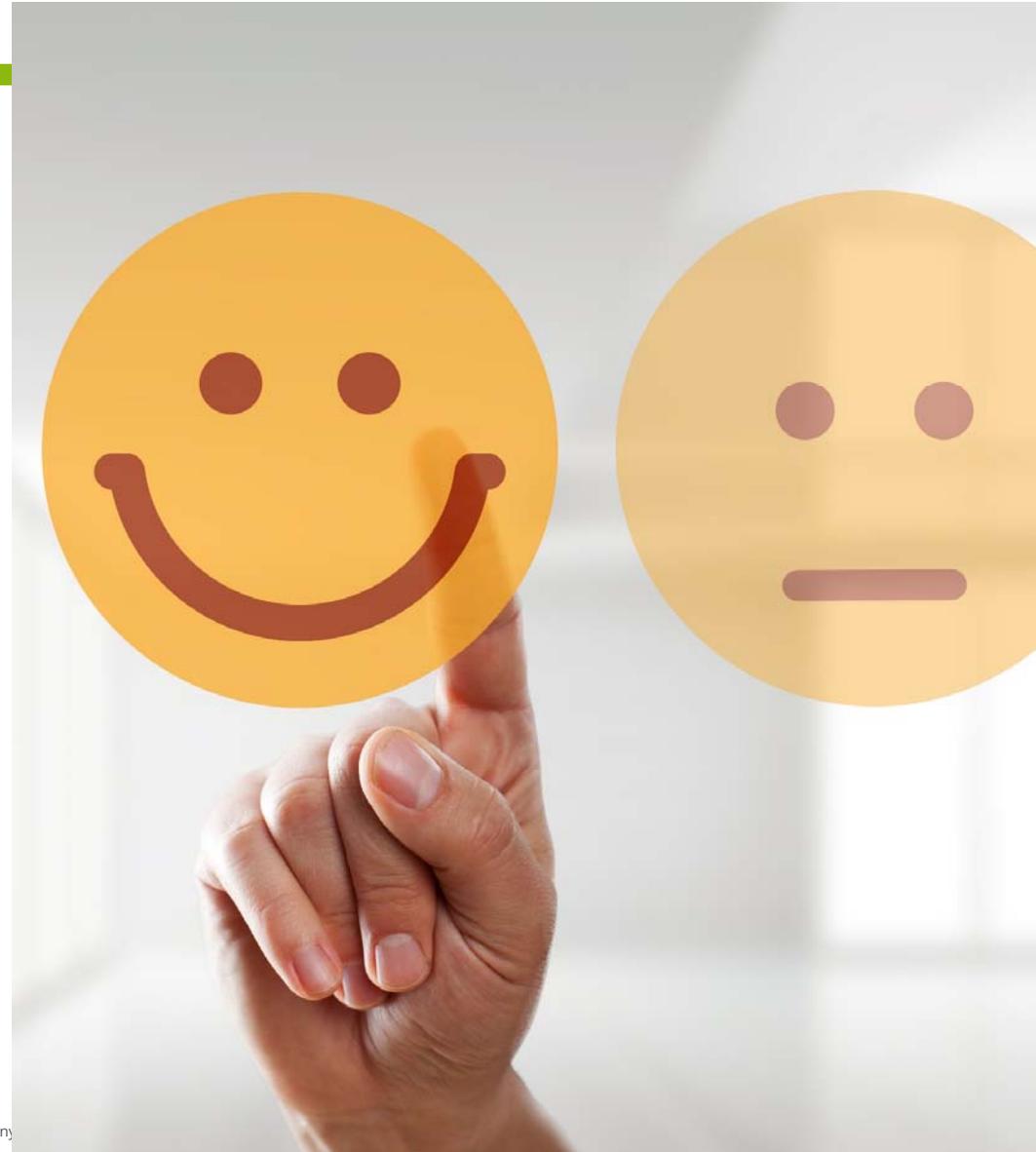
Our mission as the Myers-Briggs Company

“ To inspire everyone to lead
more
successful and fulfilling lives

”

Why well-being?

?



Why well-being?

- “Are our employees happy?”
- “What affects their happiness at work?”



Well-being boom

Why is there a focus on workplace well-being now?

- Time: In a lifetime 90,000 hours (up to half of waking hours) spent at work
- Duration: The 100 years life = longer working life, possibly until 80yrs+
- Expectation: Growing employee expectation to thrive not just survive



\$300b

Costs of work-related stress



\$550b

Costs of disengagement at work

Global Wellness Institute (2016) "The future of wellness at work".

Well-being boom

Why is there a focus on workplace well-being now?

- Workers need to be more adaptable, collaborative and constantly learning
 - Globalization
 - Rapid technological advances & AI
 - Constant change
 - Move toward virtual working environments

What is the cost, to each organization, of NOT addressing employee well-being?



Global Wellness Institute (2016) "The future of wellness at work".

Well-being boom

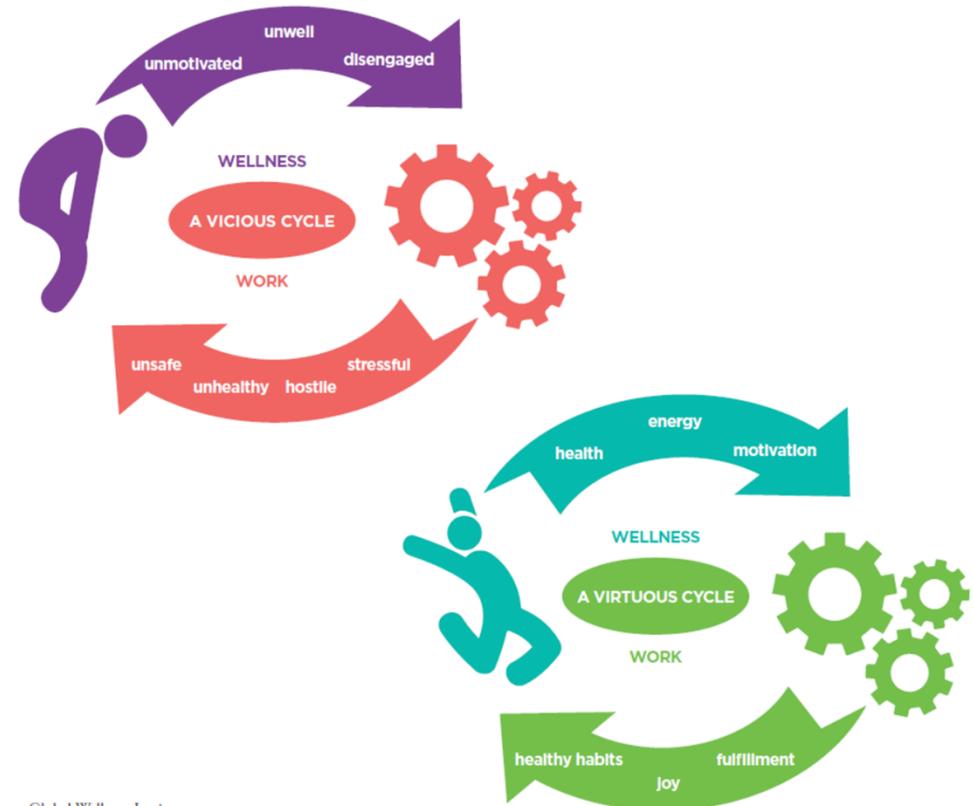
1. “Happiness” has become a goal that can be measured
2. Workplace well-being market = \$40 billion for 9% of global workforce
3. Employers supporting well-being of staff is slowly becoming the norm not the exception



Global Wellness Institute (2016) “The future of wellness at work”.
Global Wellness Institute (2018) “Wellness 2030: The new techniques of happiness”.

Well-being and Work: A Two-way Relationship

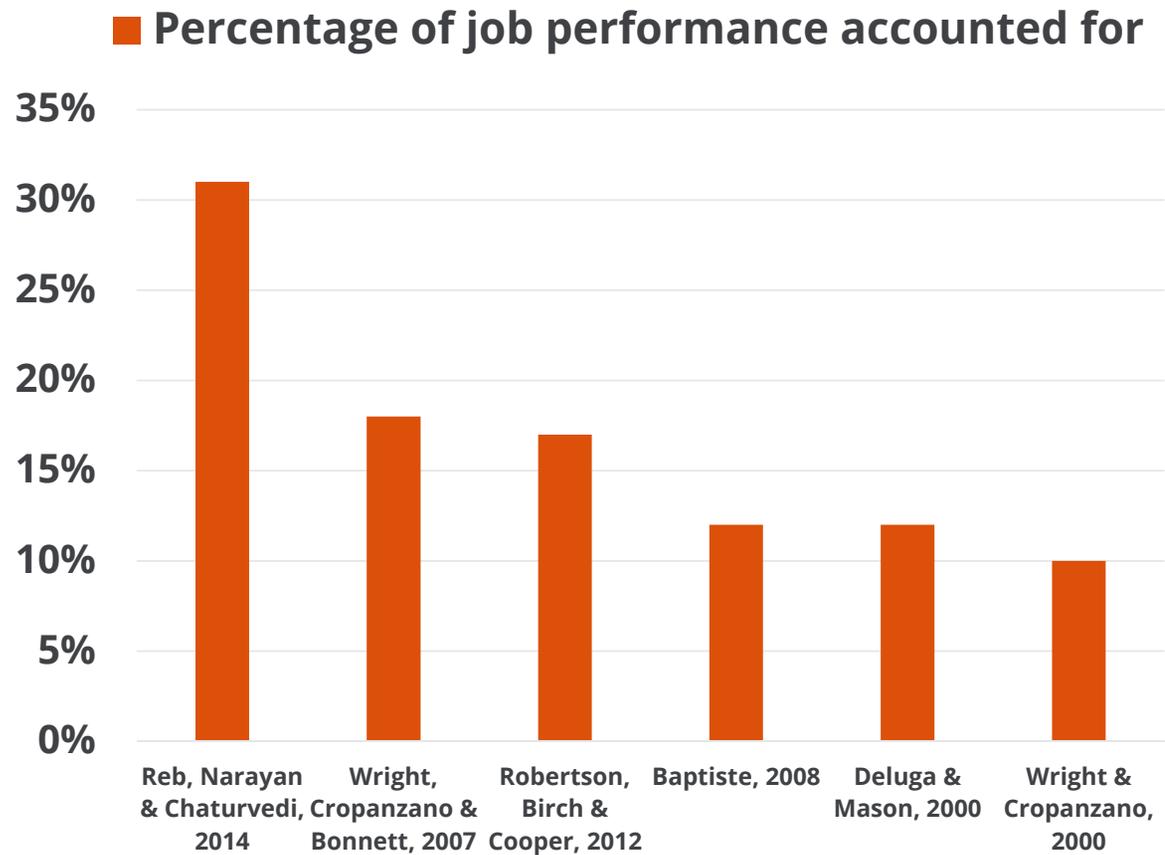
- Two-way relationship between Wellness and Work
 - Lower wellbeing associates with feeling **unmotivated** or **disengaged** at work
 - Higher wellbeing associates with **motivation** and **fulfillment** at work
- Well-being influences health, relationships, occupational performance, creativity, collaboration and income.
- Companies sponsoring employee well-being outperformed the stock market (3:1) between 2000-2014



Source: Global Wellness Institute

¹ Diener, E. (2000). Subjective wellbeing: The science of happiness and a proposal for a national index. *American Psychologist*, 55(1), 34–43. doi:10.1037//0003-066X.55.1.34

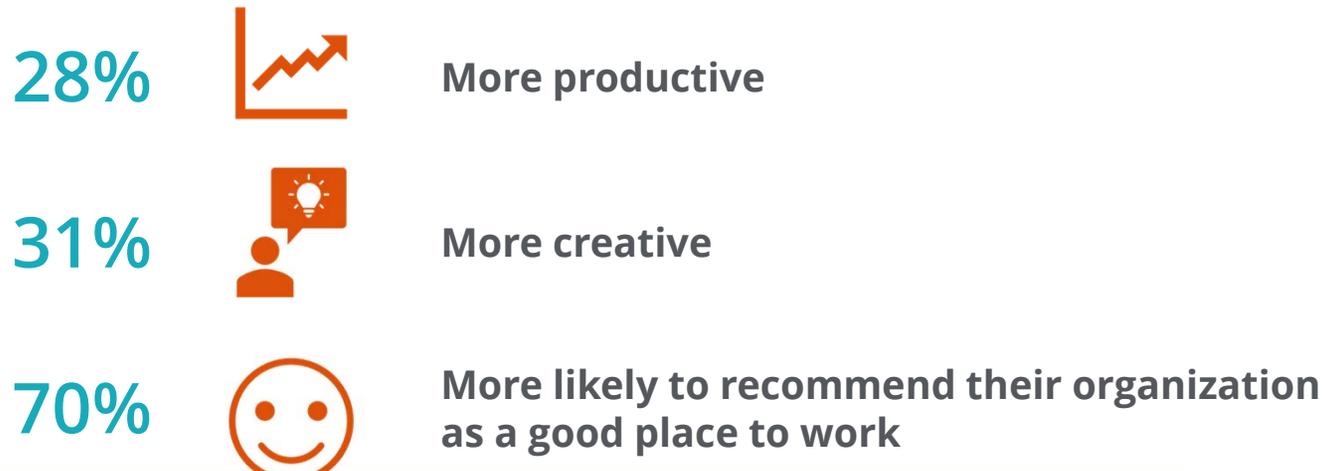
Well-being and Job Performance



Copyright 2019 by The Myers-Briggs Company. All rights reserved. Company confidential.

Higher well-being means better job performance

When people have a good day at work they are:



What would be the impact to your organization's mission and ultimate success of *increased productivity, creativity, and talent?*

rtson Cooper



Self-Reflection Exercise – Pick One



1. Think of the last situation you felt sustained positive emotion at work (joy, cheerful, happiness, amusement, awe). How did it affect your work?
2. Think of person you have a positive relationship with at work. What makes it positive for you?
3. Think of a time when you thoroughly enjoyed a work activity that used your strengths/talents. What was that like for you?
4. Think of a role or activity you undertake at work that gives you a sense of meaning and purpose? How does it help you and others?
5. Think of something you do that gives you a sense of achievement at work. How does this achievement make you feel?
6. When did you last feel a strong negative emotion at work (angry, depressed, anxious, dejected)? How did it affect your work?



Well-being defined: the PREMAN model

Think of the last situation you felt sustained positive emotion at work (joy, cheerful, happiness, amusement, awe). How did it affect your work?

Think of person you have a positive relationship with at work. What makes it positive for you?

Think of a time when you thoroughly enjoyed a work activity that used your strengths/talents. What was that like for you?

Think of a role or activity you undertake at work that gives you a sense of meaning and purpose? How does it help you and others?

Think of something you do that gives you a sense of achievement at work. How does this achievement make you feel?

When did you last feel a strong negative emotion at work (angry, depressed, anxious, dejected)? How did it affect your work?

Well-being defined: the PREMAN model

 **P**ositive Emotions

 **R**elationships

 **E**ngagement

 **M**eaning

 **A**ccomplishment

 **N**egative Emotions



Positive emotions



Relationships



Engagement

Meaning



A group of diverse people, including men and women of various ethnicities, are shown in profile, clapping and smiling. They appear to be in a professional or educational setting, possibly a conference or a workshop. The background is slightly blurred, focusing attention on the individuals in the foreground.

Accomplishment

Low – negative emotions



"Dixie"
Rescued 2015





Which aspect of well-being is highest for you?

Self-Reflection:

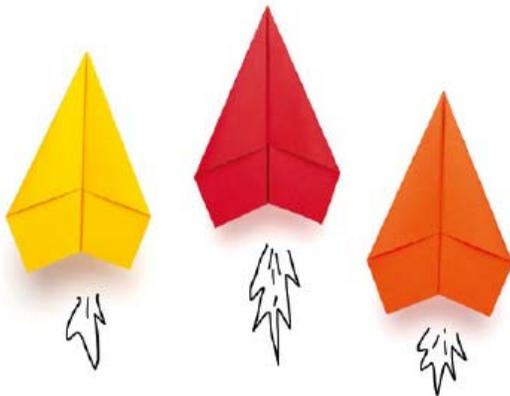
Think about what are the opportunities and experiences at work and at home and during leisure that seem to affect these most for you?

Self-Reflection:

In what ways is your organization supporting staff well-being as defined in this model? Does that support reach all levels of staff at the organization?

Working together to support well-being at work

- Self-Optimizing
- Thriving
- Well-being



- Building *self-awareness* and *appreciation of differences* in personality styles and approaches
- Inspiring each employee to *flex their behavior* in support of building stronger working relationships
- Helping people managers better *support people through times of change*
- Building and sustaining *trust in relationships and teams* in the workplace

- One-on-One Coaching and Assessment Debriefs
- Team Building, Talent Development Workshops, Courses
- Leadership Development Programs
- Developing Practitioners



The Myers-Briggs Company workplace well-being research



Global well-being study 2016-2018 – Key Questions

1. Can we investigate workplace well-being internationally?
2. Does gender, age, personality, occupation or job level influence well-being at work?
3. What workplace activities are most effective for enhanced well-being?
4. What can individuals and organizations do to enhance workplace well-being?



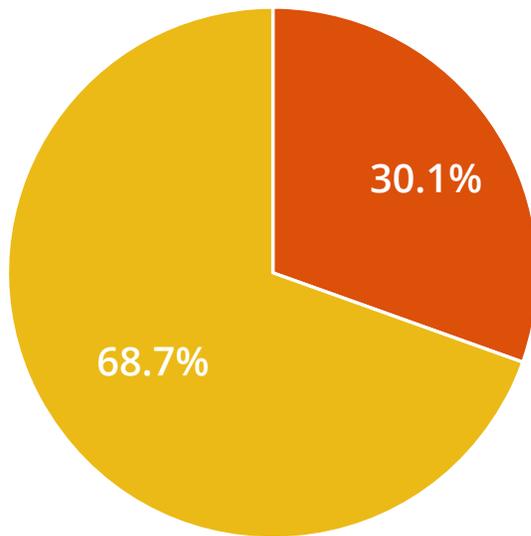
Global well-being study 2016-2018

To answer these questions

- Conducted a Global Survey in May-June
 - 2016
 - 2017
 - 2018
- Measures of workplace well-being, general or life activities, work activities
- Here, looking at the data from the three surveys in combination, except for when examining trends

Sample demographics

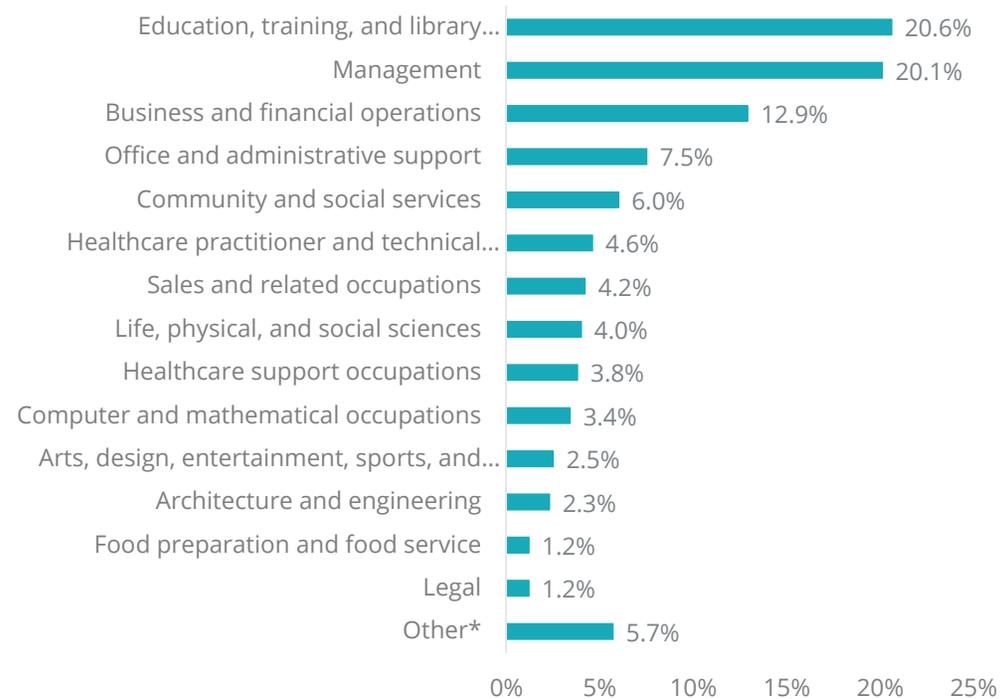
Gender



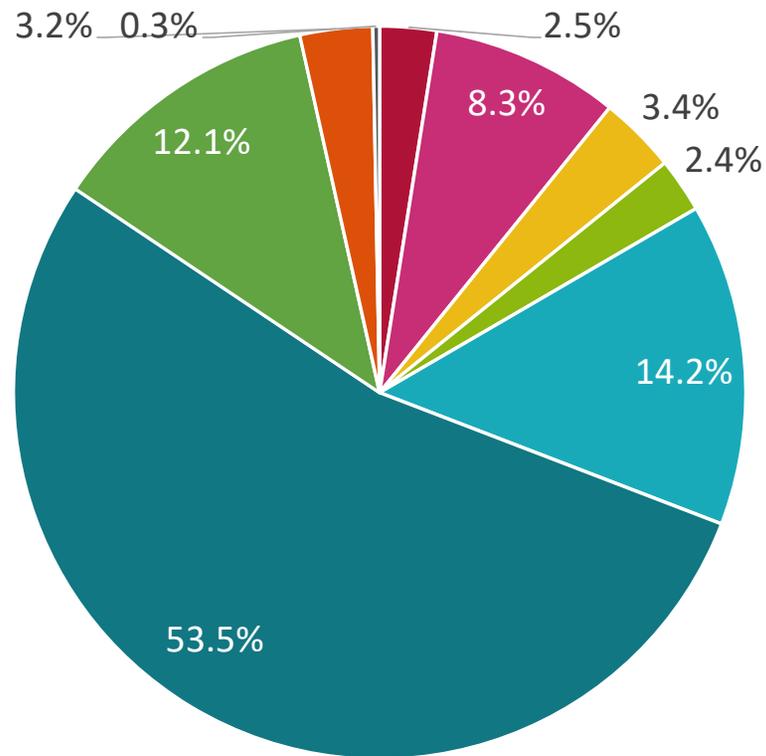
■ Male ■ Female

Average Age = 43 (SD = 13) Years

Occupation category



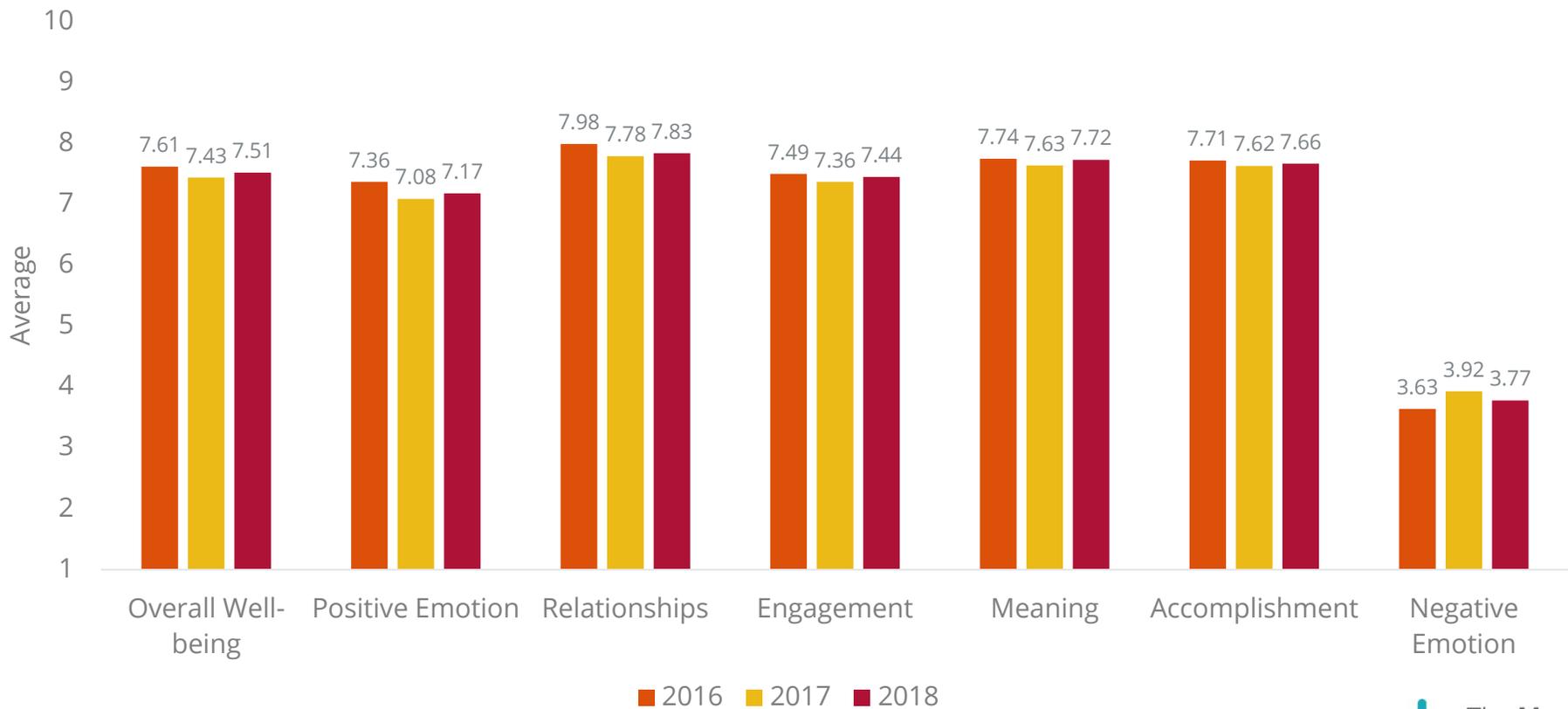
Regions in the sample



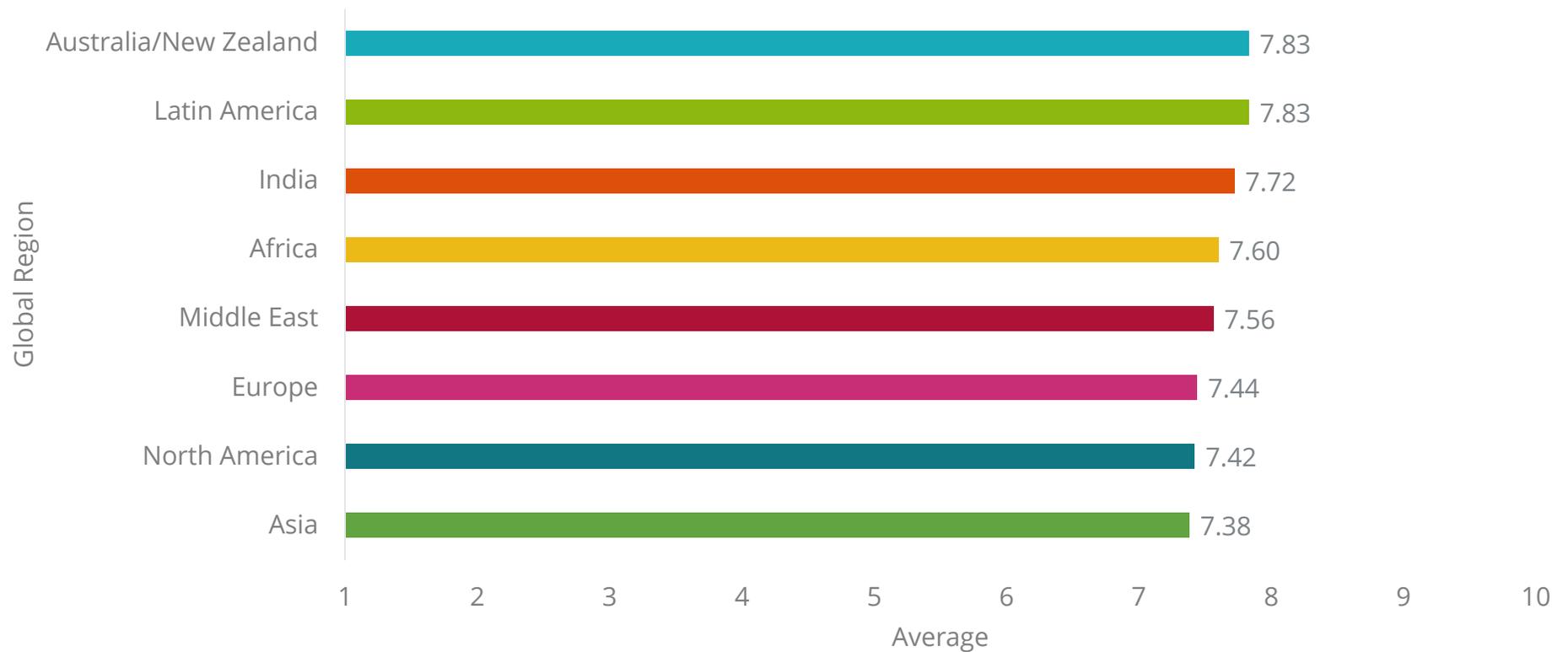
- Middle East
- Europe
- Africa
- Latin America
- Australia/New Zealand
- North America
- Asia
- India
- Not reported

N = 10,985

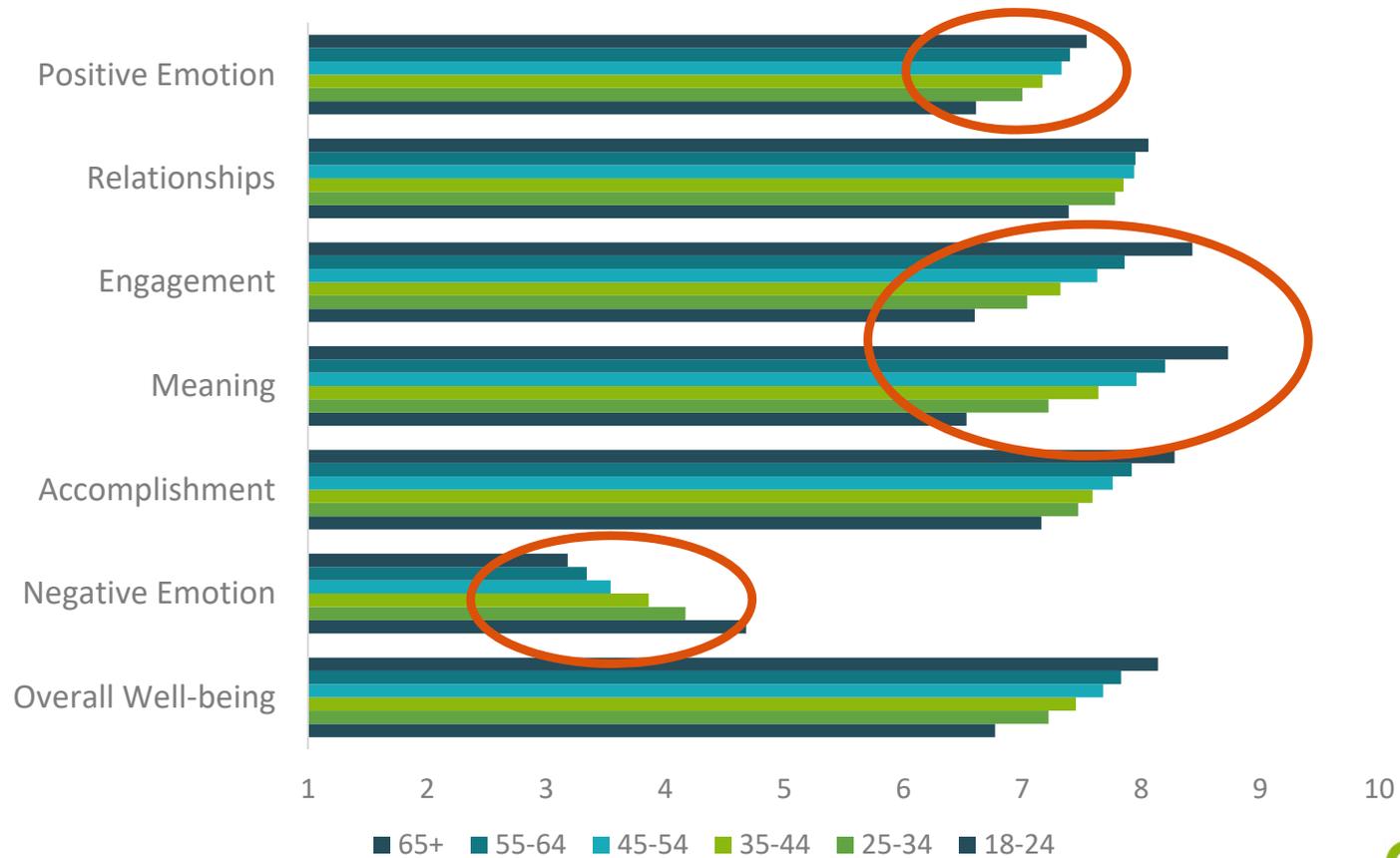
Workplace well-being by year



Workplace well-being by global region

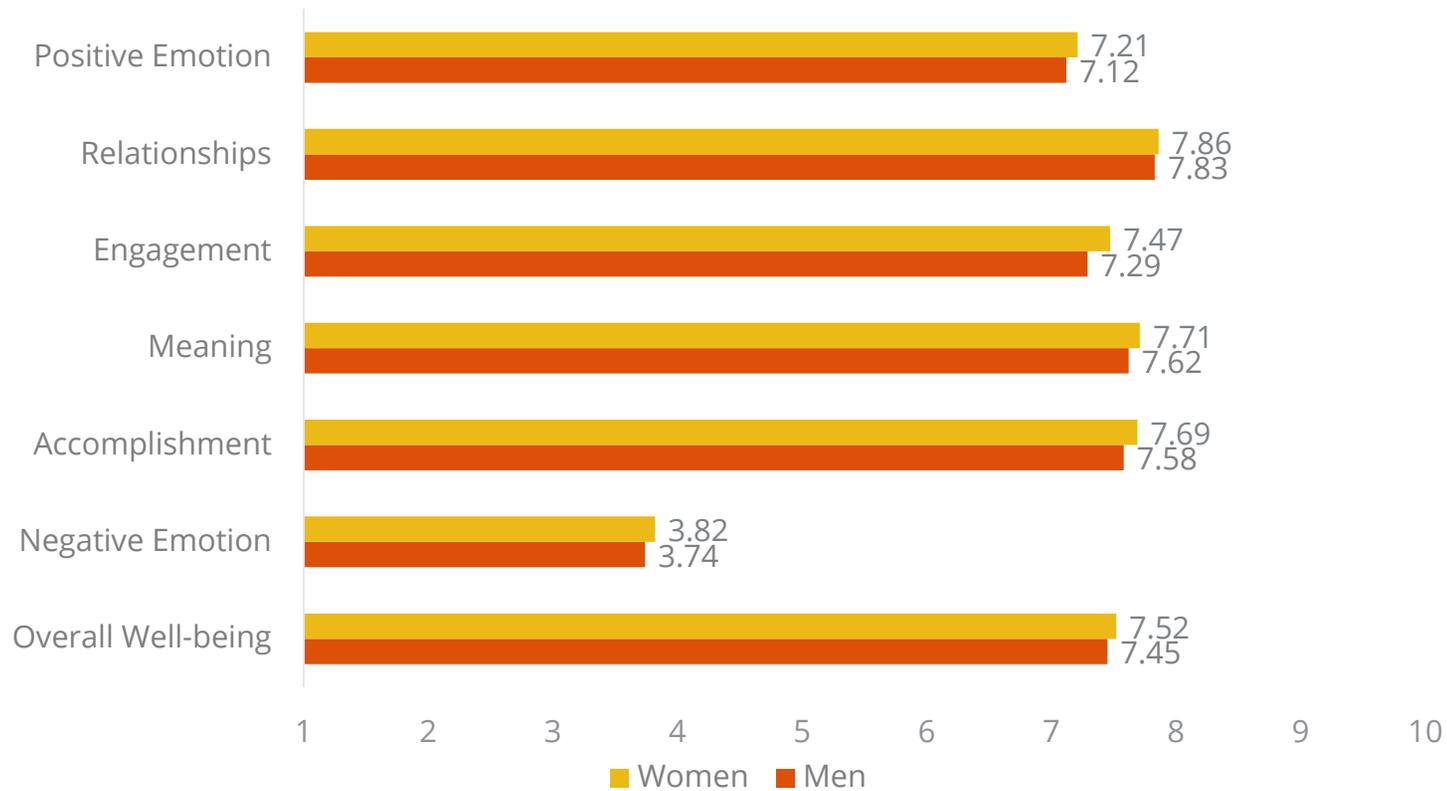


Workplace well-being by age group

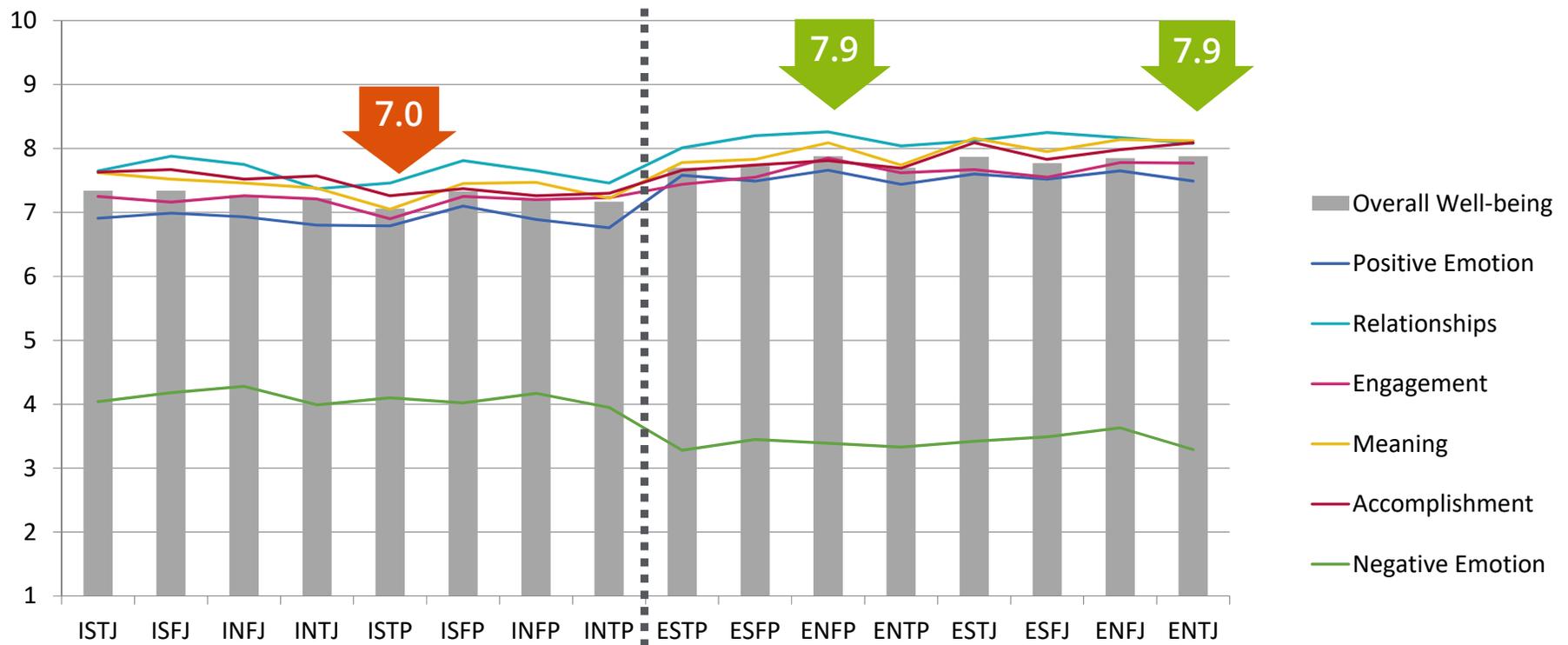


Copyright 2019 by The Myers-Briggs Company. All rights reserved. Company confidential.

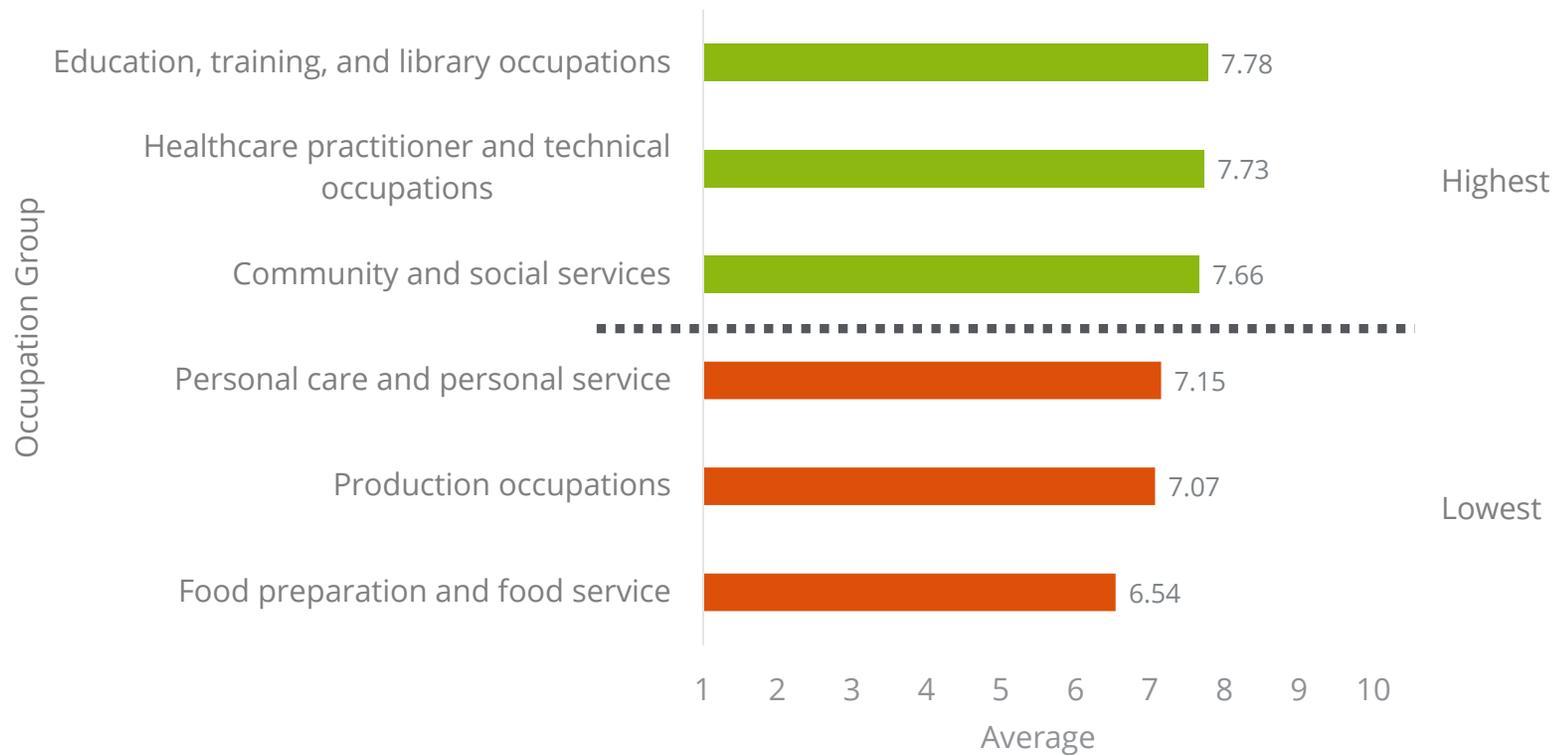
Workplace well-being by gender



Well-being by personality type



Workplace well-being by occupation group





Highest rated activities to support well-being

General activities

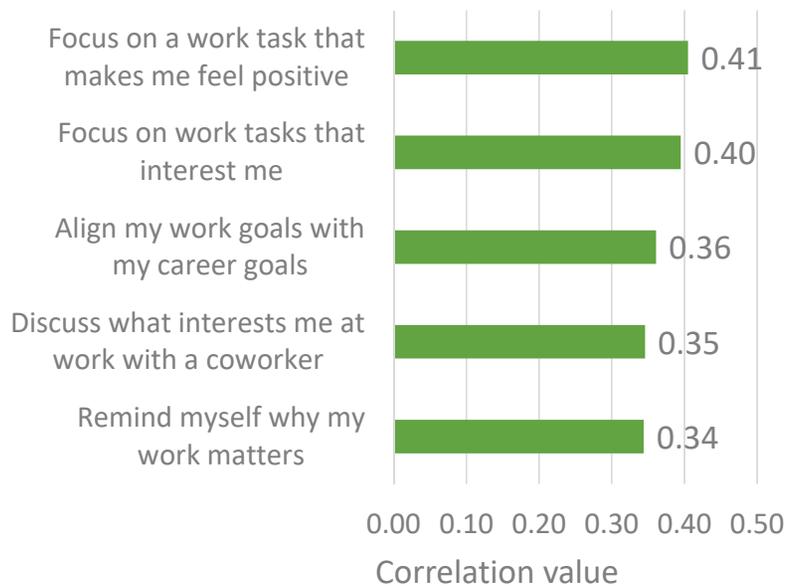
- Spending time with family or friends
- Listening to or playing music
- Reading
- Focusing on positives
- Exercising, playing sports, or going for walks

Work activities

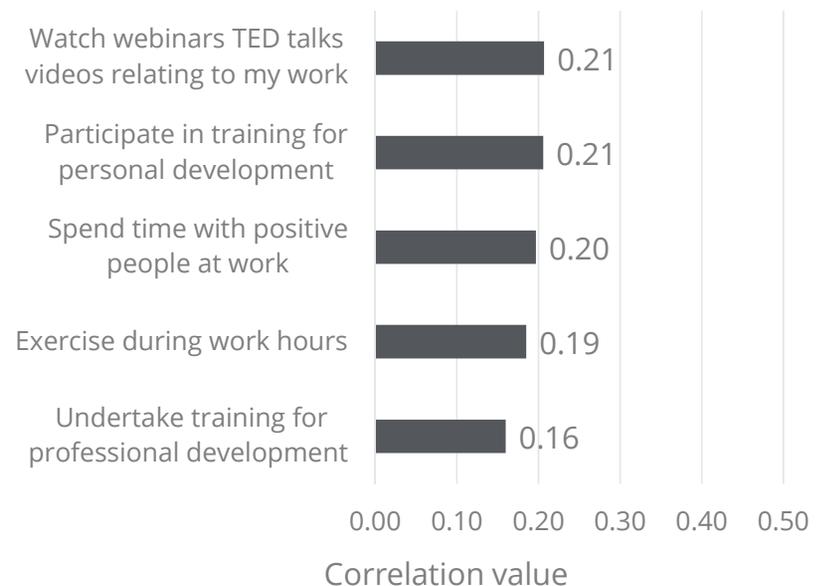
- Focusing on work tasks that interest me
- Focusing on a work task that makes me feel positive
- Undertaking work where I learn something new
- Taking breaks at work when needed
- Undertaking challenging work that adds to my skills and knowledge

Workplace activities' effect on well-being

Workplace activities most correlated with enhancing well-being



Workplace activities least correlated with enhancing well-being



Well-being and organizational outcomes

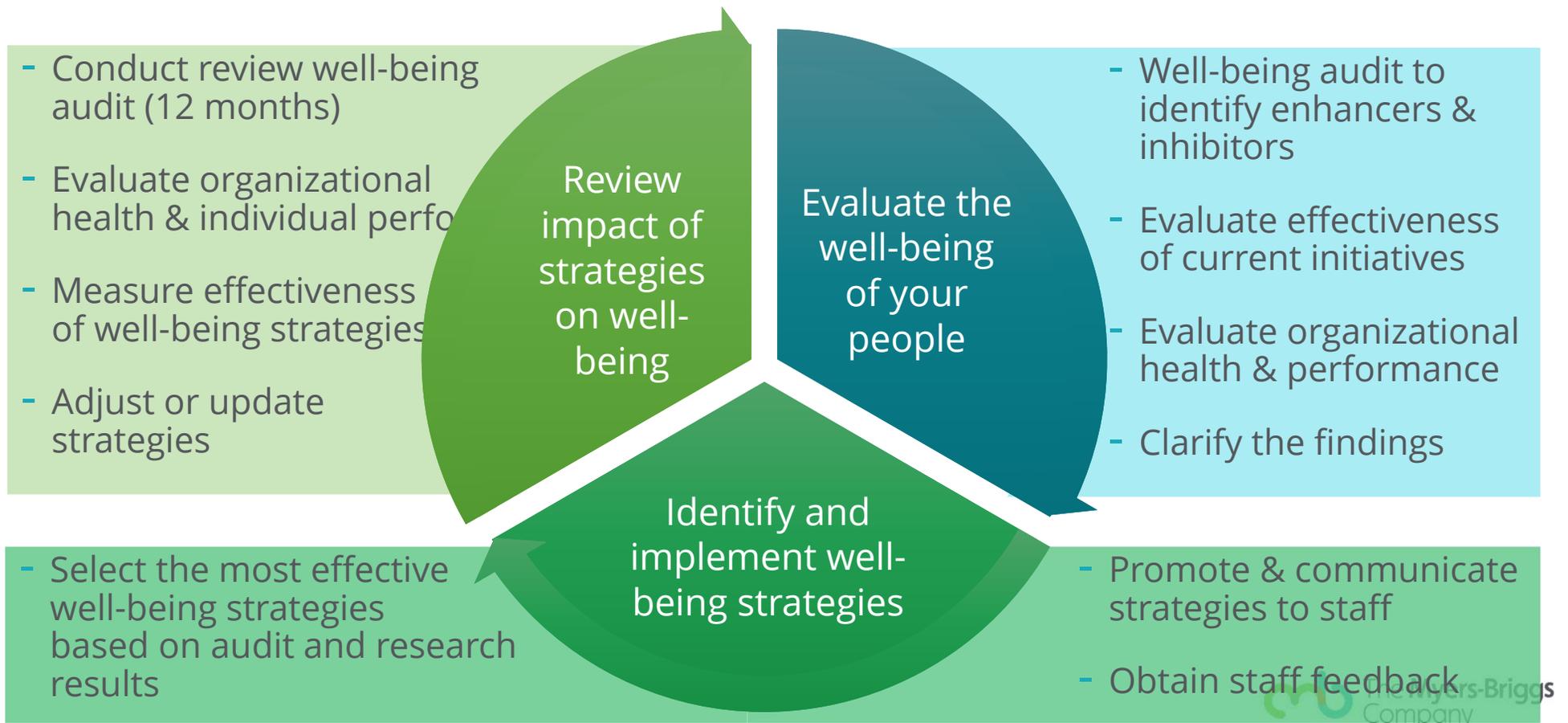
- Correlated Workplace Well-being with common organizational measures.
- Any relationships suggest that a focus on workplace well-being would have an impact on these common outcomes.
- These organizational outcomes are often used as a proxy measures for more difficult to measure performance, productivity, or other outcomes.





Enhancing
well-being
in your
workplace

Enhancing well-being in your workplace





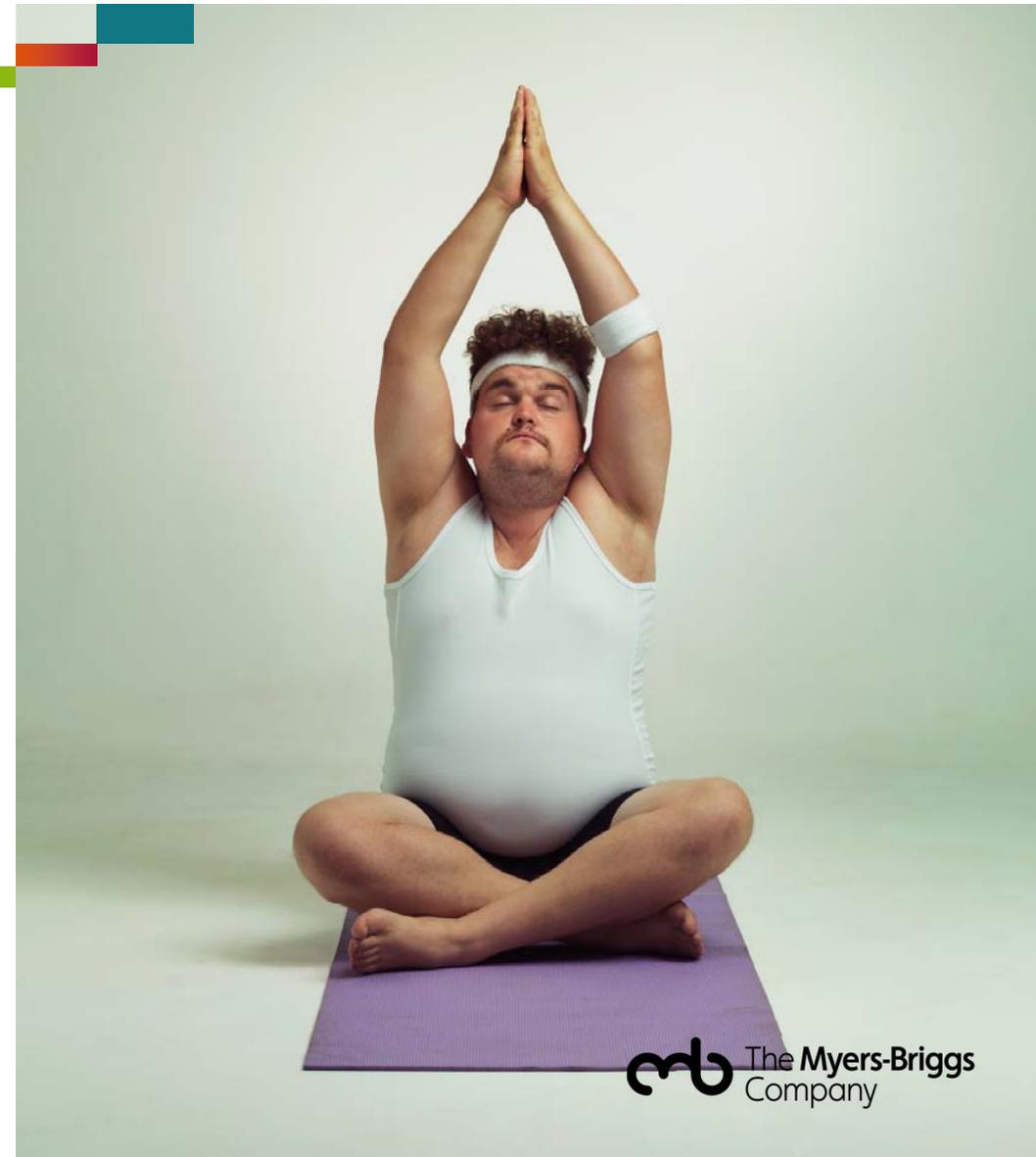
Enhancing your well-being

- Identify what works to support your well-being. Are you using these strategies consistently?
- What negatively affects your well-being? How can you minimize these?
- What is one thing you can do for the next six weeks that will make a difference to your well-being?
- What can you do to help the well-being of you family, friends, and colleagues?
- What can your organization do to support the well-being of staff, clients, and the community?
- Take a closer look at our well-being research.

How to enhance well-being at work

- What is one thing you can you do *at work* to enhance work well-being?
- What can you do *outside of work* to enhance work well-being?

Copyright 2019 by The Myers-Briggs Company. All rights reserved. Company confidential.





Enhance your well-being at work

Work activities

1. Focus on work tasks that interest you
2. Focus on a task that makes you feel positive
3. Take on work where you learn something new
4. Take breaks when needed
5. Take on challenging work that adds to your skills and knowledge

Activities outside of work

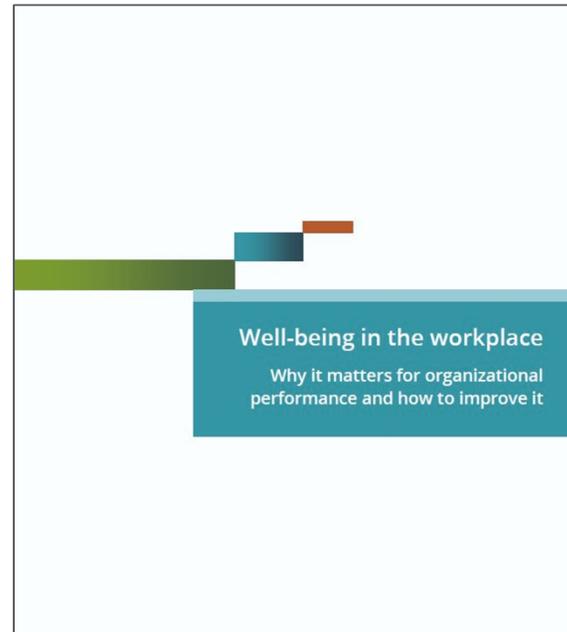
1. Spend time with family or friends
2. Listen to or play music
3. Read
4. Focus on positives
5. Exercise, play sports, or go for walks



Type-based advice for enhancing well-being

Report: Well-being in the workplace

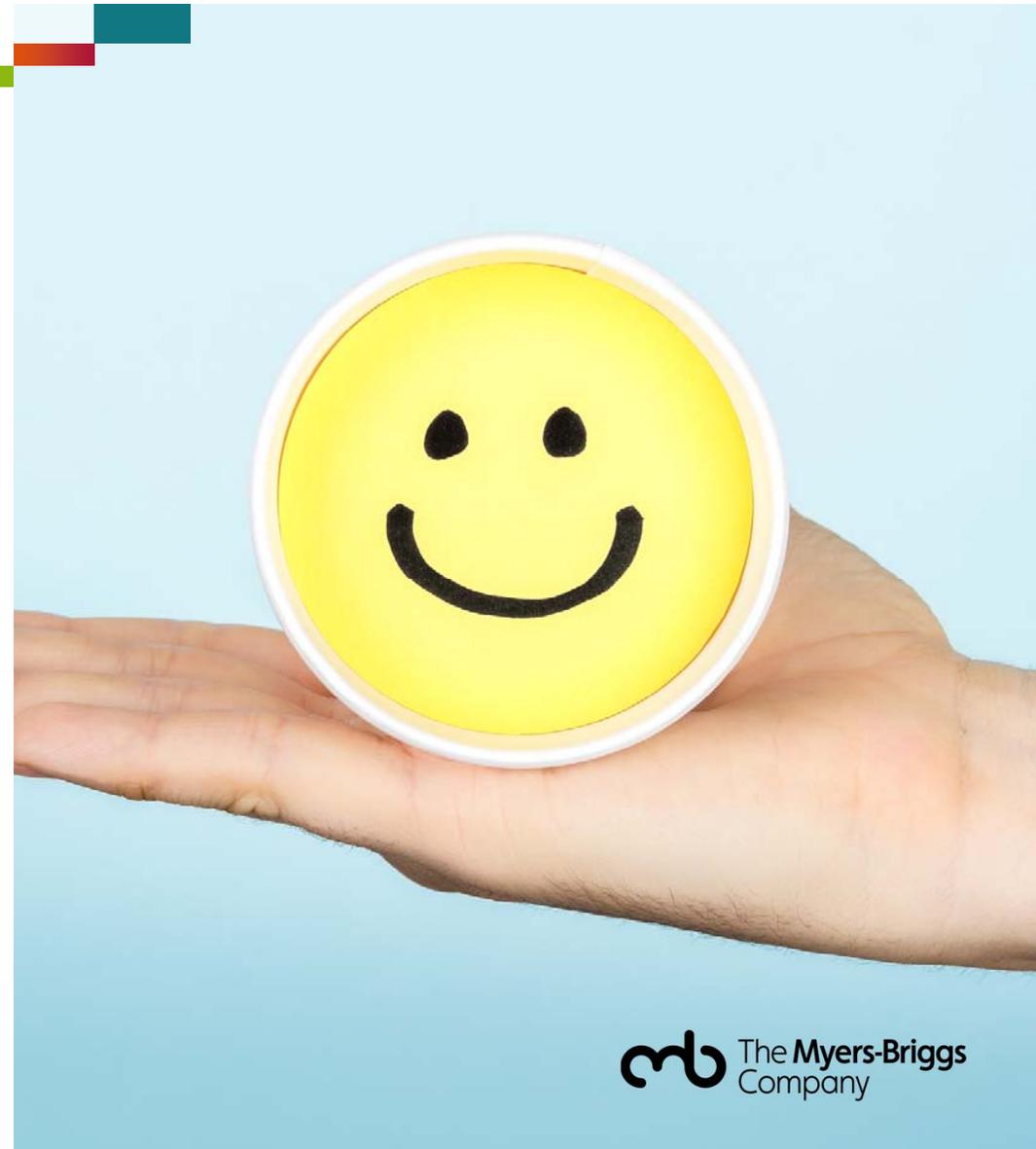
- What is well-being?
- Background to the research
- Insights from the research
- Advice for enhancing well-being at work



Well-being summary

- Positive effects for individuals, organizations – and society
- Several aspects – PREMAN
- Affected by age, location, job type – and personality
- Introverts tend to report lower well-being than Extraverts
- We've identified the best ways to enhance workplace well-being
 - In general
 - For each personality type
- Research and projects ongoing

Copyright 2019 by The Myers-Briggs Company. All rights reserved. Company confidential.



Discover your organization's well-being

Benefits for participating organizations

- Valid measure to evaluate the well-being (PREMAN) of your employees – reported at group or organizational level.
- Compare your organization's well-being to a global benchmark
- Well-being report presented by our PS consultant
- Strategies for enhancing workplace well-being in your organization



Global Well-being at Work Inventory® (GWWI®)





Workplace Well-being Research

email Rich Thompson at
research@themyersbriggs.com



What are your questions?

