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## Organizational Wellbeing & How It Impacts Talent Attraction and Retention



**MACAO**  
Michigan Association of County Administrative Officers

May 25, 2022



# Today's Agenda

- Shifting organizational priorities and market trends
- Defining Organizational Wellbeing
- Threats to talent and organizational wellbeing
- Now what?!



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Organizational Wellbeing

# Shifting Organizational Priorities

Top HR priorities shifted significantly during COVID, and are now returning to a focus on attracting and retaining talent, but...



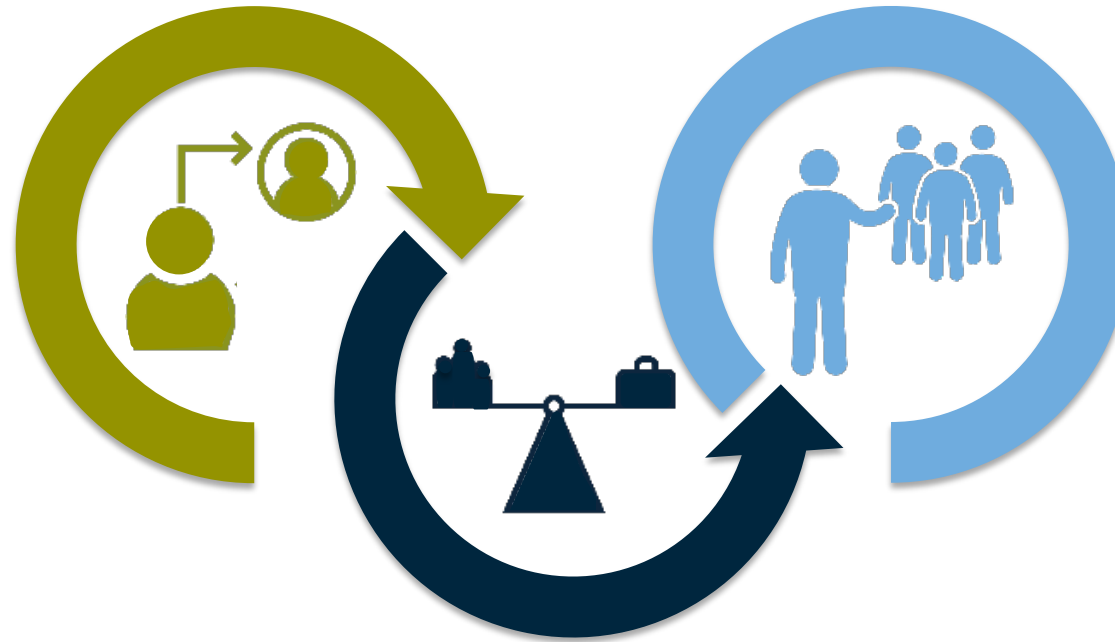
Gallagher's 2019 Benefits Strategy & Benchmarking Survey – U.S. National Report

Gallagher's Workforce Trends Pulse Survey Part 5: Sustaining Organizational Wellbeing and Resiliency Through a Crisis" May, 2020

Gallagher's 2022 Benefits Strategy & Benchmarking Survey – U.S. National Report

# Big Shifts Impacting the Workforce

**Power Shift**  
From employer to the  
employee



**Leadership Style Shift**  
From authoritarian to  
servant

**Culture Shift**  
Emphasizing social issues and  
work-life balance

# Organizational Wellbeing

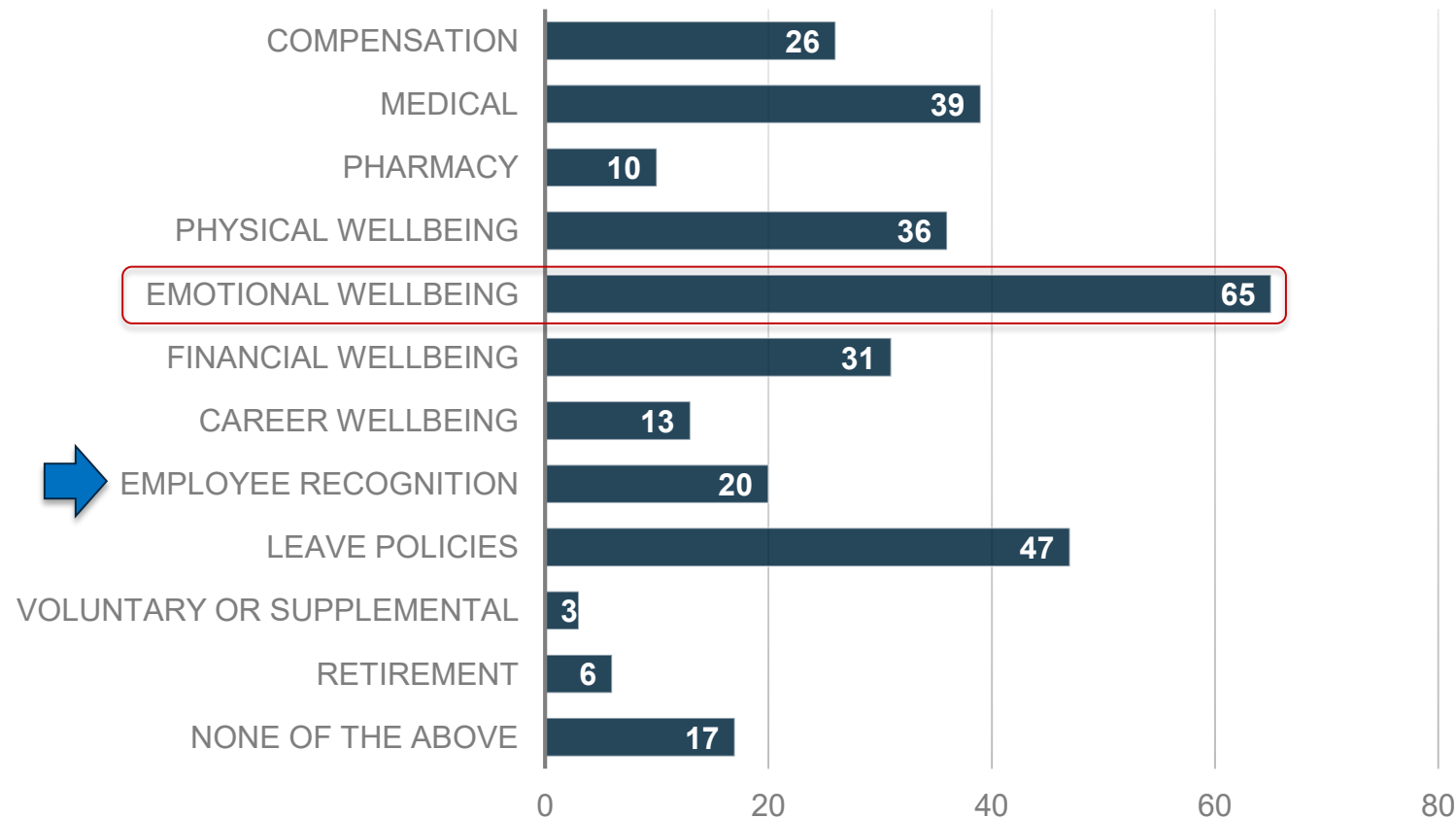
Everything that affects the success of your organization



It's all connected.

# Shifting Importance – Benefits

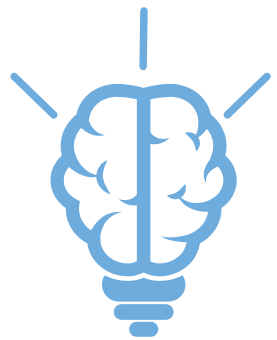
What benefits have become more important to total rewards planning due to COVID-19?



COVID-19 Silver Lining...  
Advancing the conversation on emotional wellbeing

# Why Recognition?

- At any given organization, 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**

# Not All Recognition is Created Equal

**Recognition = thanking someone**



**Strategic Recognition = thanking someone so others can learn from it**

Recent, frequent recognition is associated with higher gratitude levels and **lower stress levels.**



1. Worthy
2. Specific
3. Authentic
4. Public, when appropriate



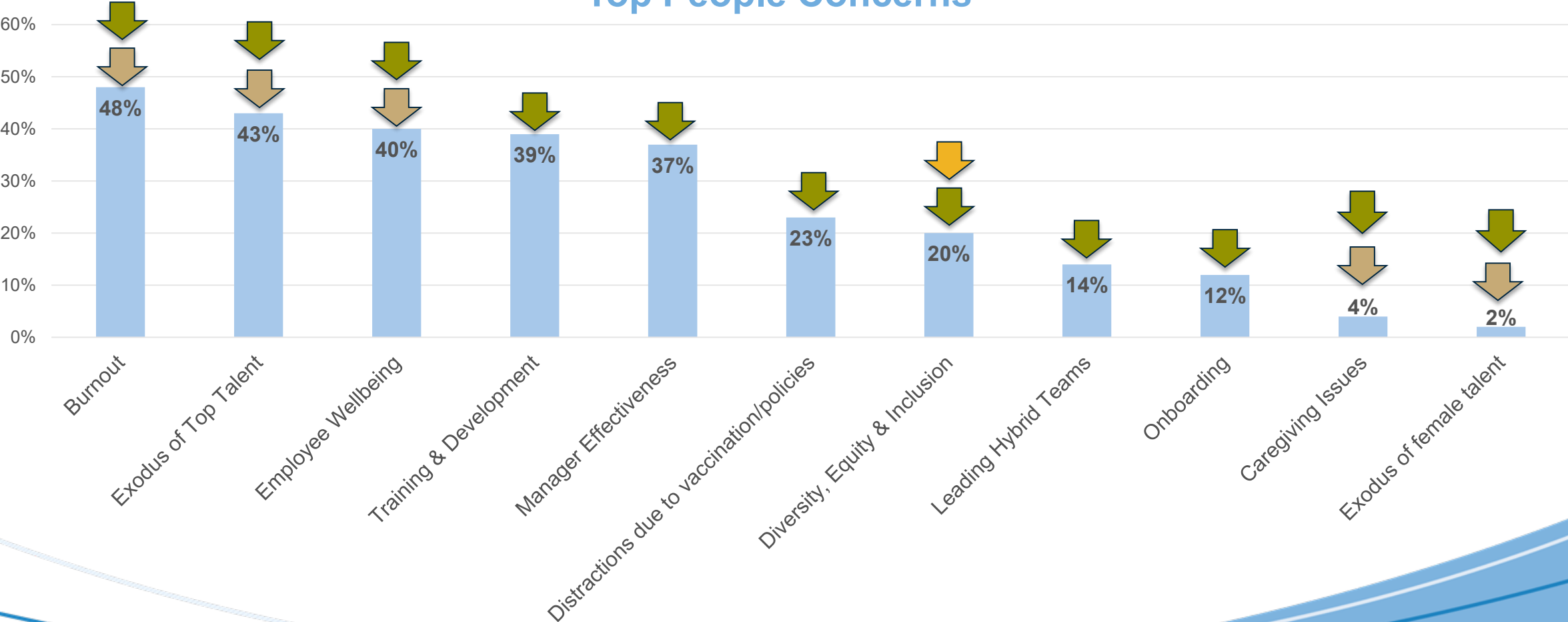
# THREATS TO TALENT AND ORGANIZATIONAL WELLBEING

# What We're Aspiring To...



# Mental health & employee burnout is the top people concern for leaders

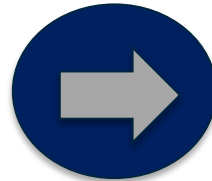
### Top People Concerns



# Burnout: Intent vs. Impact

82% of employees are suffering from mild, moderate, or severe burnout

*Burnout is not an individual problem...  
it's an organizational problem*

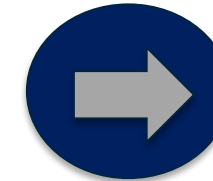


## Characteristics

- Extreme Fatigue
- Cynicism
- Detachment/Withdrawal

## Causes

- 6 Main Causes of Burnout
  - Unsustainable workload
  - Perceived lack of control
  - Insufficient rewards for effort
  - Lacking/poor relationships
  - Lack of fairness
  - Mismatched values and skills



*Can't be solved by downstream tactics...  
need upstream interventions*

# What people metrics are most important to future organizational success?

1

- Employee Engagement

2

- Turnover

3

- Leadership Trust

# Employee Engagement

## Current trends in employee engagement

**What do we think?**

**57%**



**Agree with statement  
“Our Workforce is  
Highly Engaged”**

**Are we measuring?**

**48%**



**Have measured in  
2020 or 2021**

**What do we know?**

**38%**



**Are Highly Engaged**

# Evolving Trends in Employee Engagement

## Historic Engagement Drivers

1. Proud to work for the organization
2. Mission resonates with them
3. Important to organization's success
4. Exert discretionary effort
5. Satisfied at end of the day
6. Recommend organization to others as "good workplace"
7. Not seriously considering leaving



## In 2022...

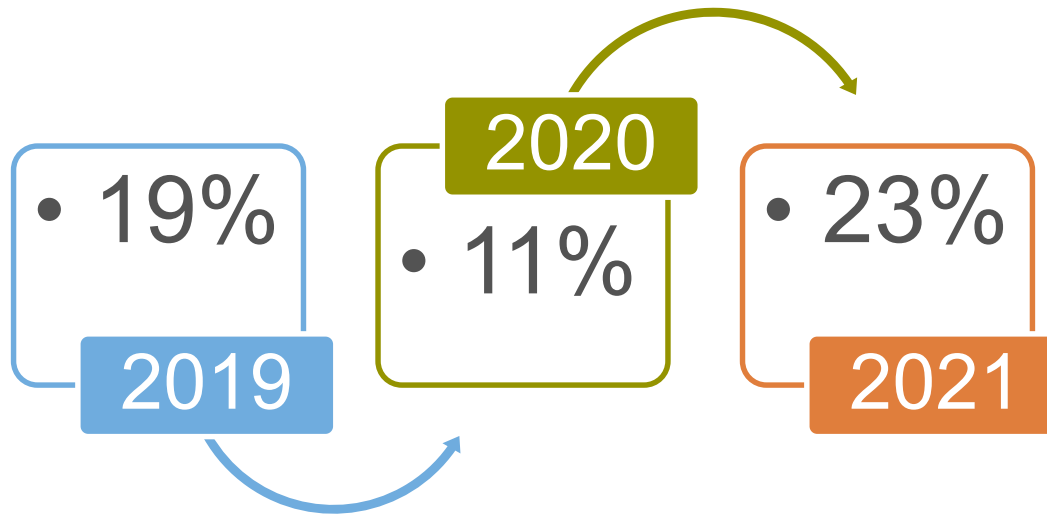
1. Confidence in the organization and its products/services
2. Trust in senior leadership
3. Relationship health and overall connectivity with managers
4. Sound career development



## 5 General Engagement Categories

- Highly Engaged
- Moderately Engaged
- Highly Disengaged
- Campers
- Seekers

# Seekers On The Rise



**While we need to stay focused on improving key drivers of engagement, these efforts are unlikely to prevent seekers from leaving.**

**Retention drivers focus more on a mix of resiliency and wellbeing factors, including:**

- Ability to manage and control work pressure, such as work volume
- Equitable distribution of work
- Ability to balance work and personal obligations
- Appropriate staffing to handle work
- Feeling supported by others and knowing where to turn for support
- Benefits aimed at work flexibility
- Access to effective tools and resources to manage work efficiently



# Now what?!



# What are the most important manager/leader competencies for future success?

1

• Flexibility/Adaptability

2

• Communicating Effectively/Story telling

3

• Building Trust

# Manager Competencies are Evolving

Emotions and behaviors that optimize performance, health & happiness...

- Hope
- Gratitude
- Compassion
- Empathy
- Realistic Optimism

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

Authentic  
Sincere  
Vulnerable

Psychological Safety

**RESILIENCY**

**TRUST**

**INNOVATION**

**Organizational Wellbeing**

# High Trust Organizations

## What do we know about individuals in high trust organizations?

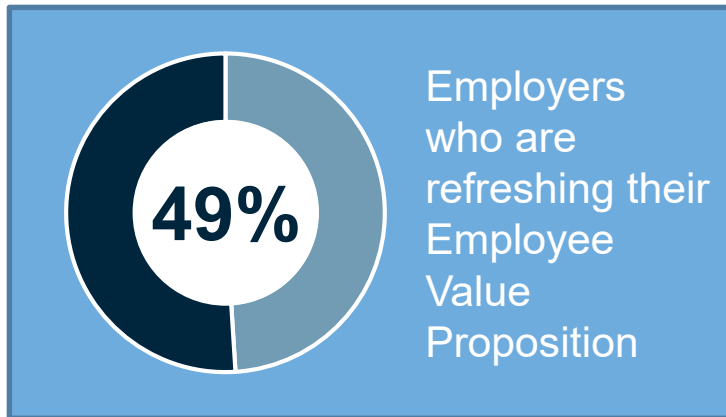


- 74% **less stressed**
- 106% **more energy** at work
- 50% more **productive**
- 13% fewer **sick days**
- 76% more **engaged**
- 88% more likely to recommend your organization to family and friends as a **great place to work**
- They feel 66% closer to their **colleagues**
- 40% less likely to **experience burnout**

**#3**

**Top People Metric in Determining Future Organizational Success**

# The New Employee Value Proposition



## Historic

- Transactional
- Deal
- Get & Give

## New

- Inspirational
- Promise
- Purpose & Connectedness

**58%**

Will consider leaving their job if they don't feel connected at work

# Managers are Multipliers

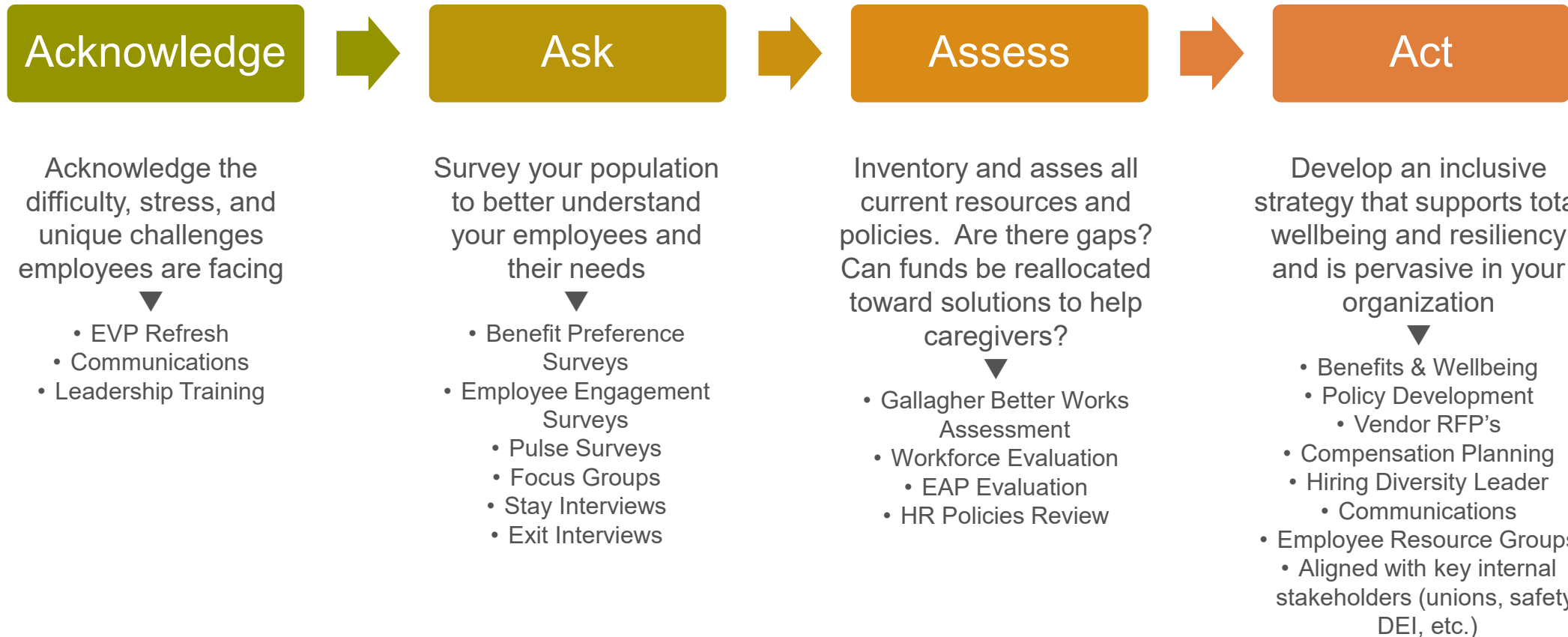
How much do you rely on people managers to share/reinforce organizational information with their teams?

	Overall
Extensively – they are the primary communication channel for many of our people	35%
A little – people managers are expected to reinforce corporate messages and to make them relevant to their teams	54%
Very little – we prefer our people to have direct access to corporate information with no intermediary	8%
I'm not sure	3%

89%

**1/3**  
managers who receive formal communications training

# How Are Employers Responding?





# Final thought...

The role of people leaders transformed through the pandemic into one with an increasing level of responsibility & complexity



Be aware of the power of your influence

- Your super power is YOU!
- Promote and *model* wellbeing

# Thank you!



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