


Research Revealed: Why workplace well-being is key to company performance

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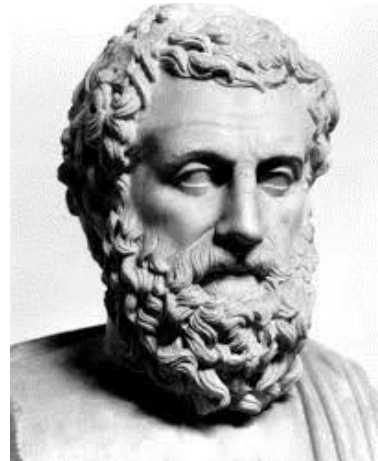


“ To inspire everyone to
lead more successful and
fulfilling lives. ”


Our mission,
The Myers-Briggs Company



Pursuing well-being



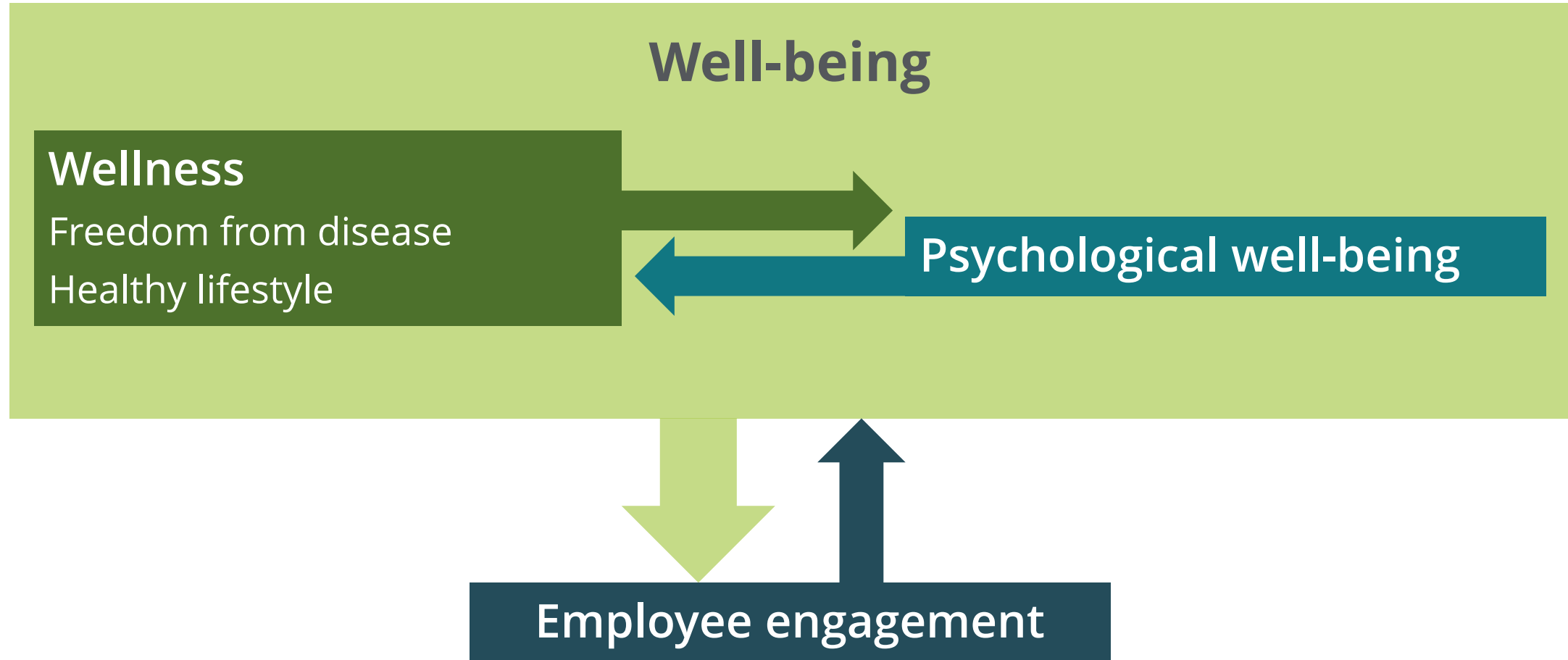
Seligman, M. (2011) Flourish. A visionary new understanding of happiness and well-being.



Persistent HR challenges and the role of workplace well-being

- Satisfaction with job and supervisors
- Stress and burnout
- Individual Performance and Retention

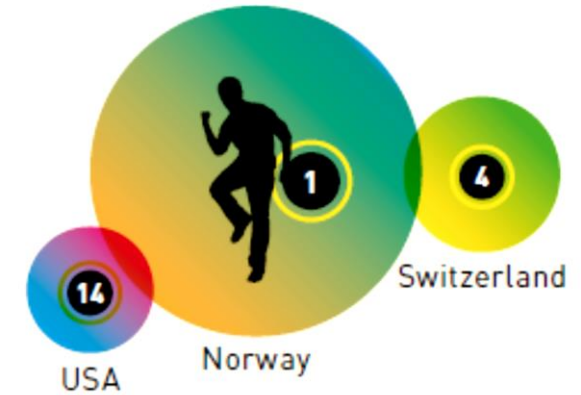
Wellness and well-being



Well-being boom

1. “Happiness” has become a **goal** that can be **measured**
2. Moved from “**treating illness**” to “**self-optimizing**”
3. Workplace well-being market = **\$40 billion** for 9% of global workforce
4. Employers supporting well-being of staff is 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”.



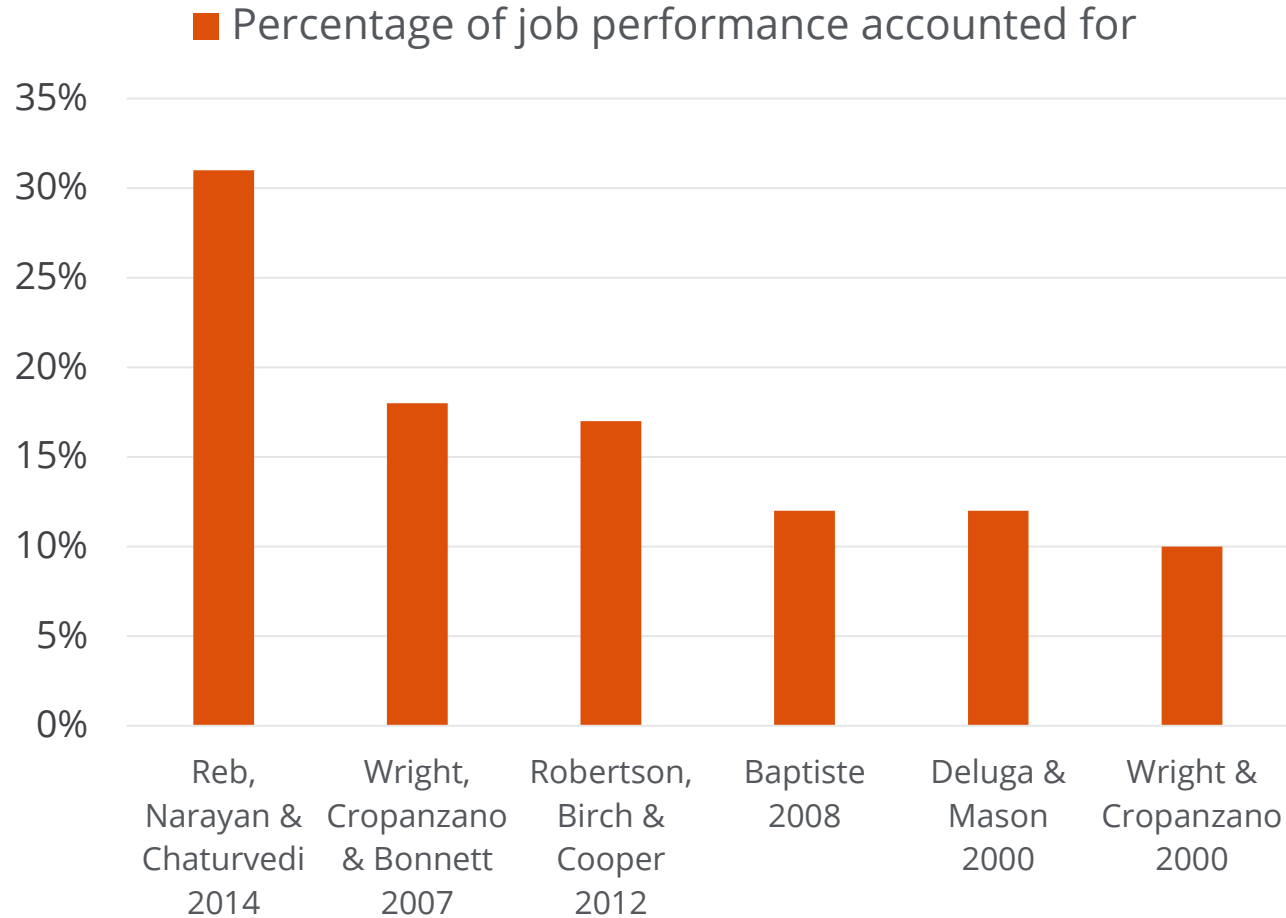
WORLD HAPPINESS REPORT 2017

The report is based on factors such as income, employment figures, social factors such as education and family situation, as well as mental and physical health.²



STRESS IN THE WORKPLACE
Although people are working less on average, 38% of the global working population feel stressed at work.⁸

Higher well-being means better job performance




Study authors and date

When people have a **good day at work** they are:

28%  More productive

31%  More creative

70%  More likely to recommend their organization as a good place to work

Source: Good Day at Work, Robertson Cooper



Measuring
well-being

How are you feeling today?



1



2



3



4



5

Self-reflection exercise


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


- ★ Positive Emotions
- 👥 Relationships
- 🤝 Engagement
- 💡 Meaning
- 🏆 Accomplishment
- ⚡ Negative Emotions



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Well-being in the workplace
Why it matters for organizational performance and how to improve it



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Positive Emotions



Engagement



Relationships



Meaning



Accomplishment









**Negative
Emotions (low)**

Which aspect of well-being is highest for you?

	Positive Emotions	1-----10
	Relationships	1-----10
	Engagement	1-----10
	Meaning	1-----10
	Accomplishment	1-----10
	Negative Emotions	1-----10

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

28 questions, measuring:

PREMAN factor	Reliability (alpha)
 Positive emotions	0.87
 Relationships	0.82
 Engagement	0.83
 Meaning	0.93
 Accomplishment	0.82
 Negative emotions	0.81
Overall workplace well-being	0.88

The survey



17,929
people

Time span
2016-20

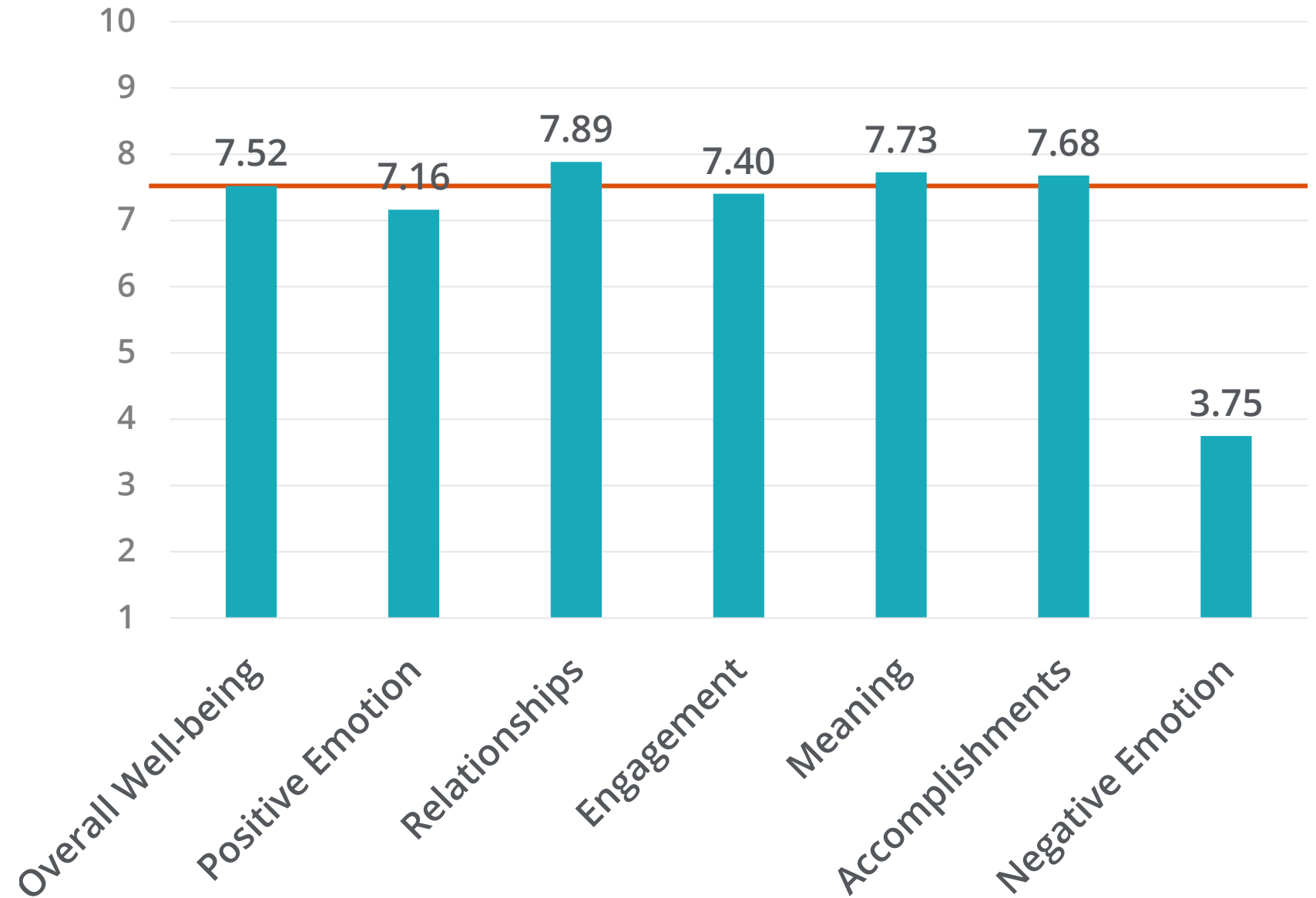


Female 67%
Male 33%

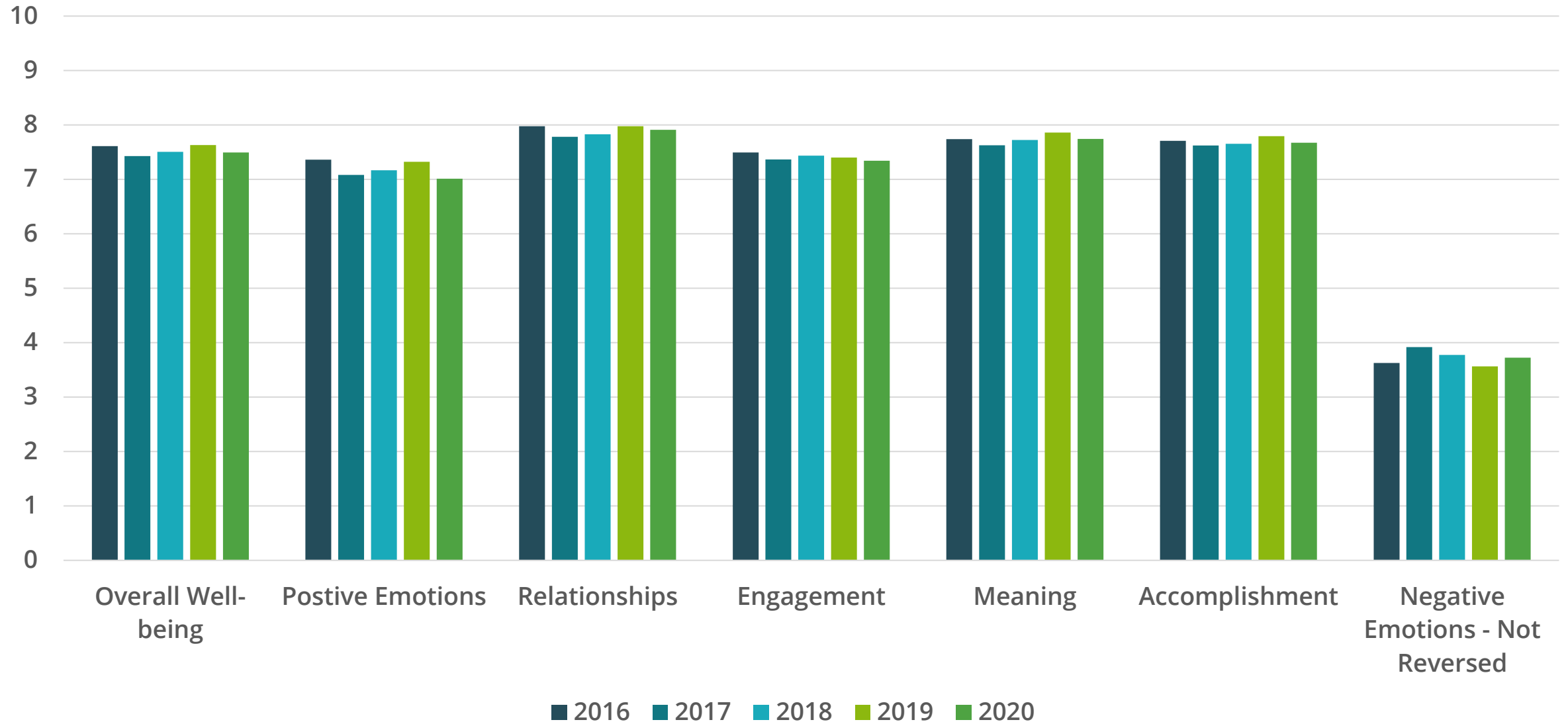
Age 18-86
(average 43)



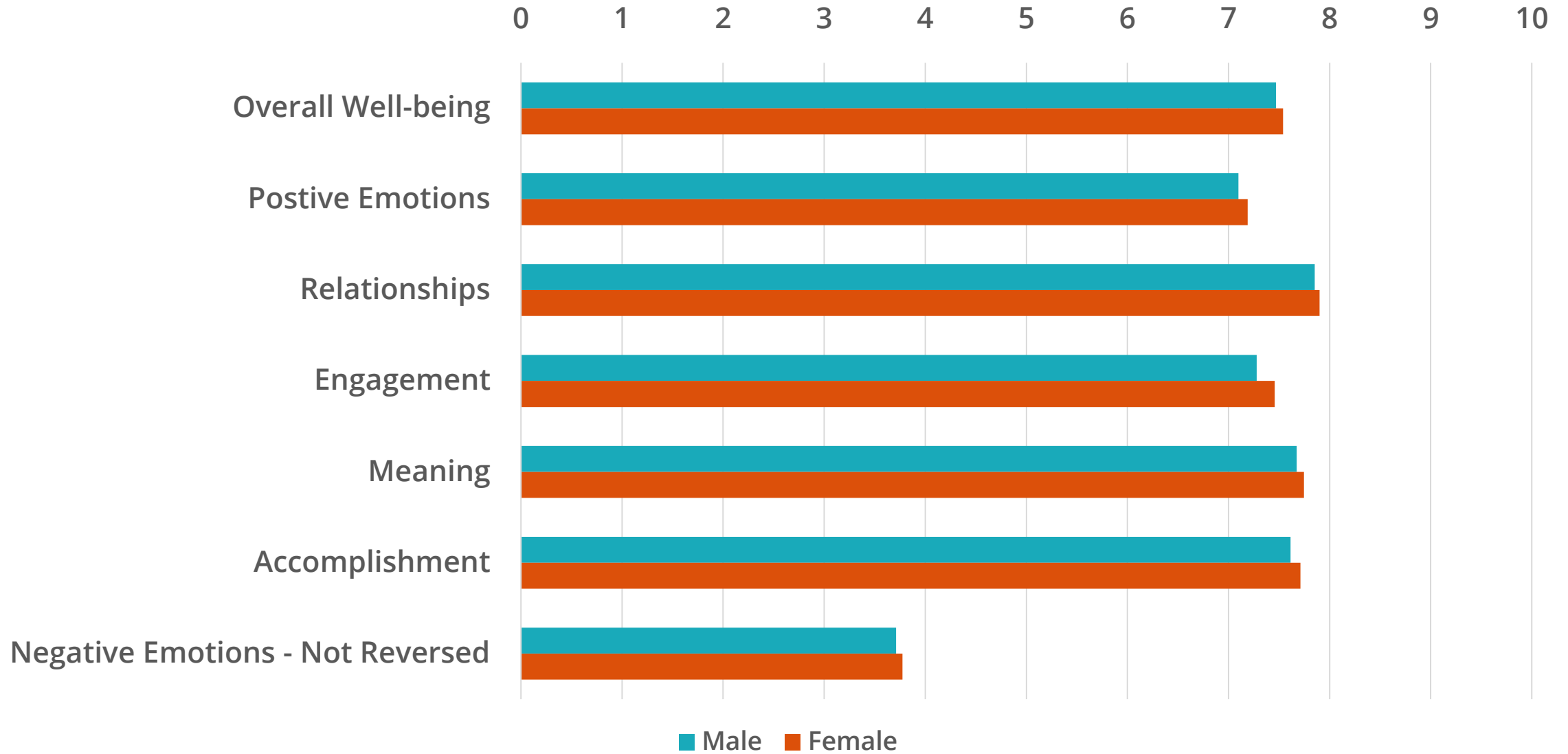
Overall results 2016-2020



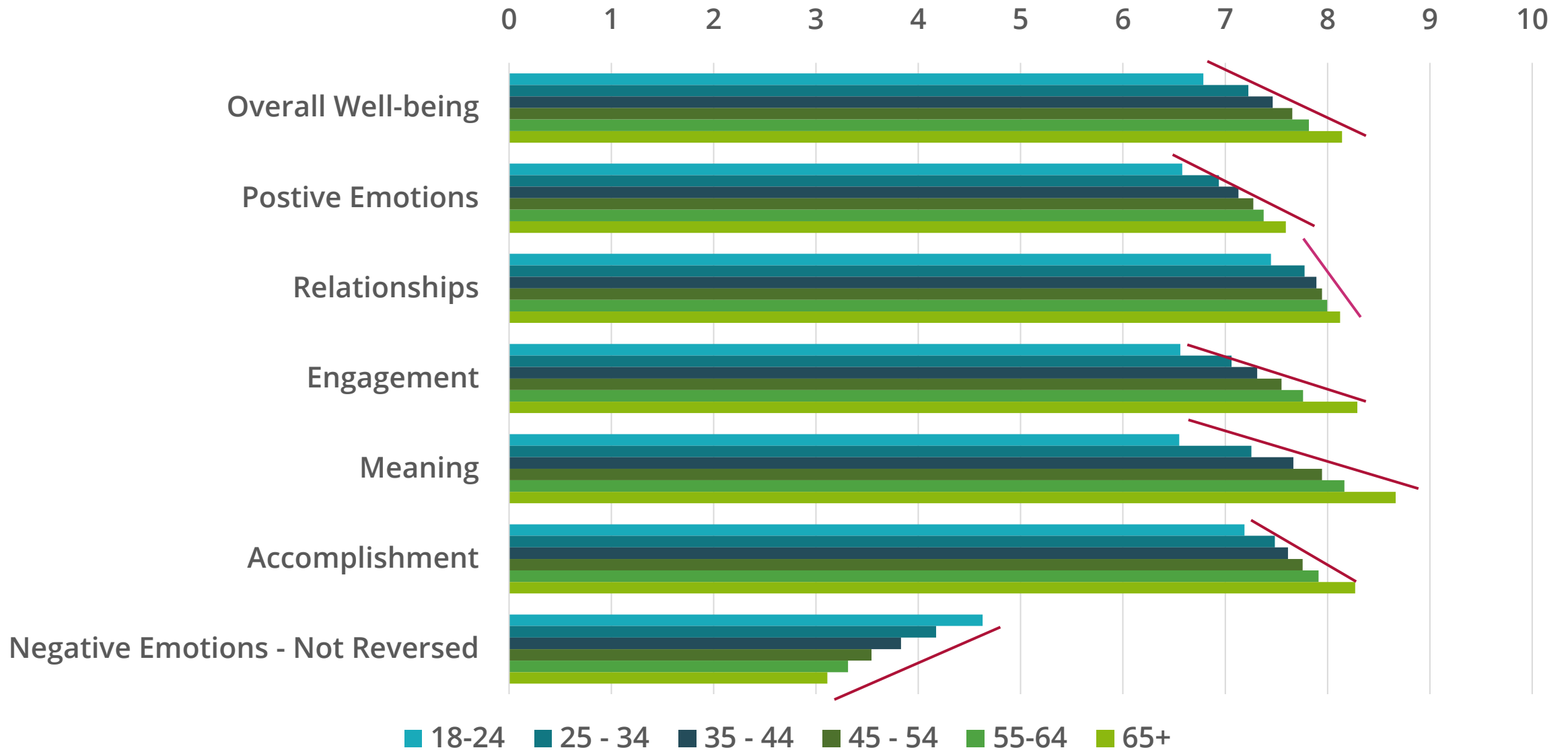
2016 to 2020 workplace well-being trends



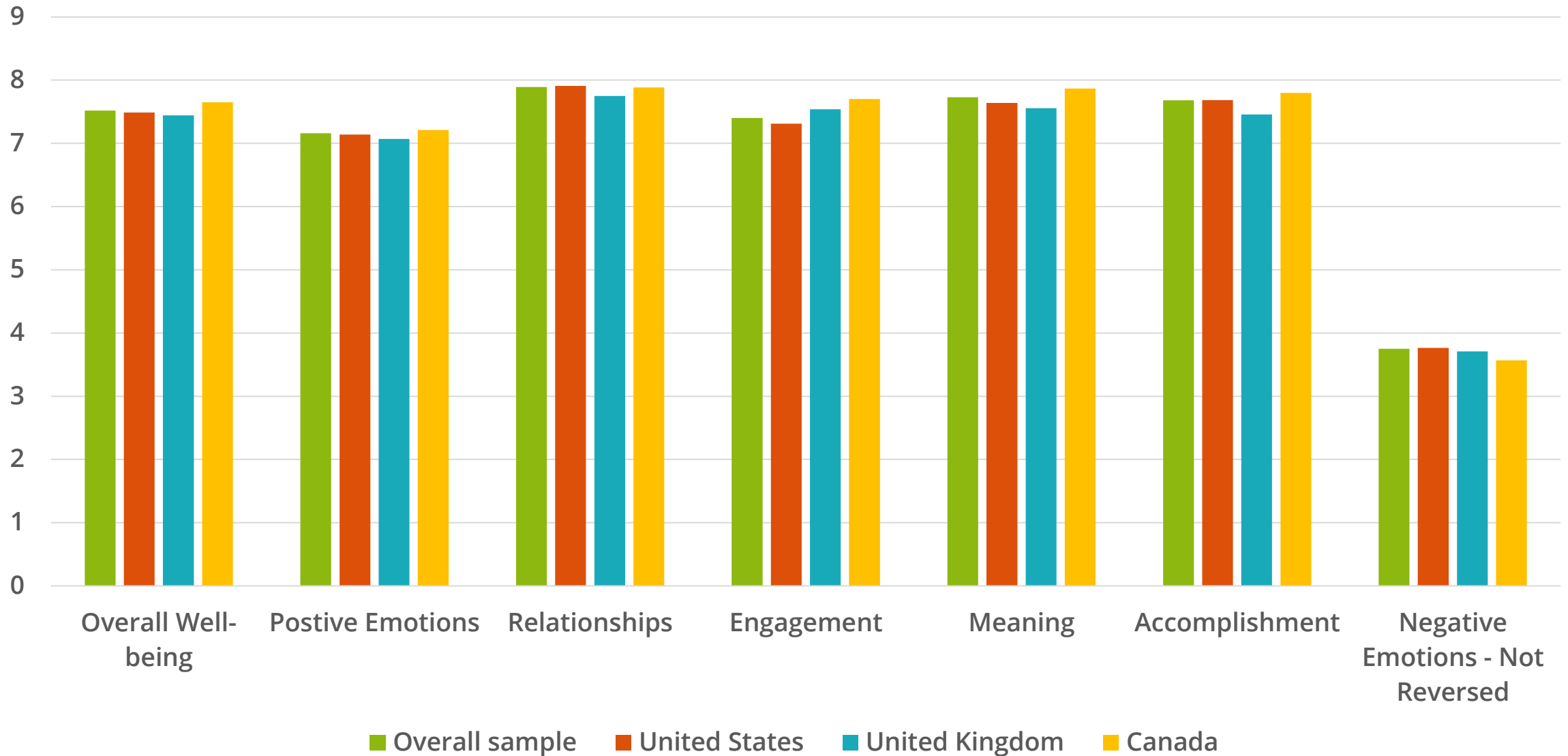
Global workplace well-being by gender



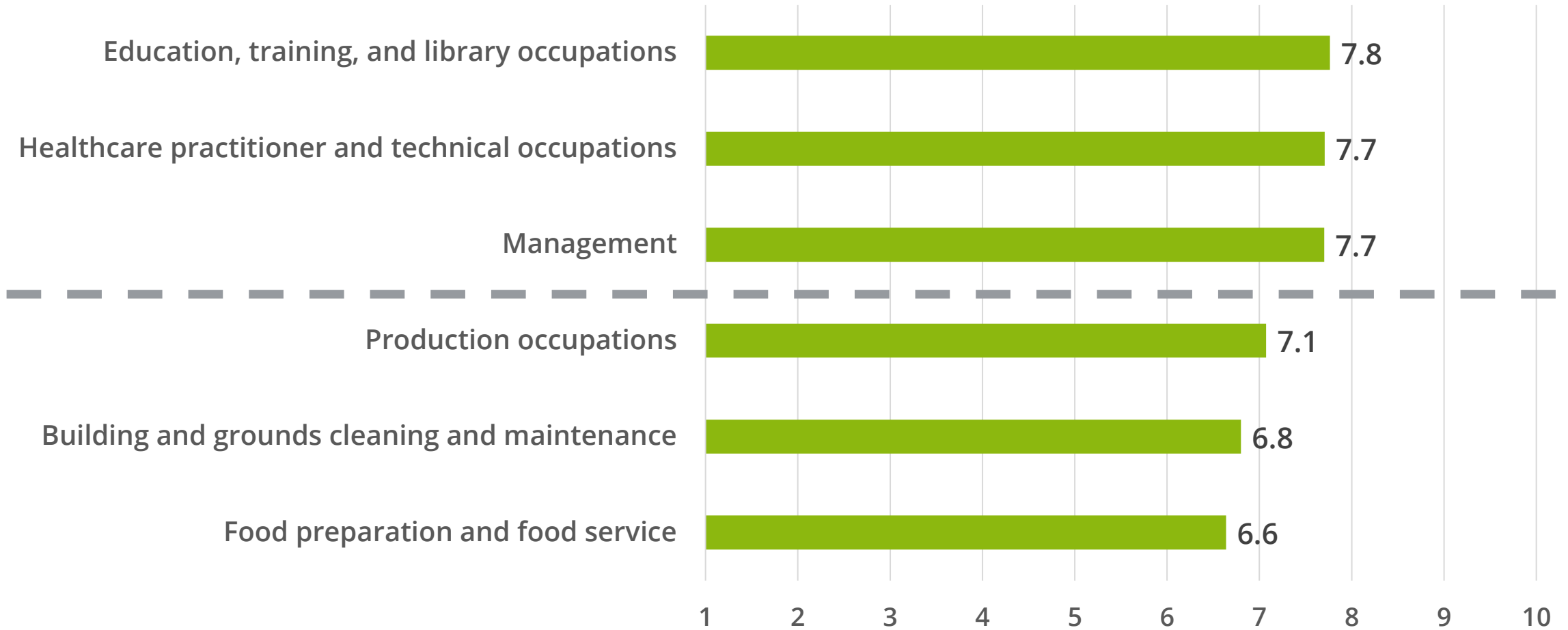
Workplace well-being based on age



Workplace well-being based on country



Workplace well-being based on occupation categories



Workplace well-being correlations

Positive outcome—positive correlation

Satisfaction

Supervisor satisfaction .54
Supervisor support .49
Job satisfaction .78

Stress and burnout

Stress—relationships -.46
Stress—workload -.35
Burnout -.72

Negative outcome—negative correlation

Key organizational outcomes

Emotional attachment to their organization .60

Sense of commitment to organization .35

Doing things to help colleagues .31

Doing things to help the organization .31

Obligation to stay in organization -.29

Turnover intention -.41

Active job search -.41

The story so far...

- Average well-being is fairly high, especially relationships
- No overall gender differences
- Older people report higher levels
- There are differences in average well-being between different occupations
- Increased well-being has positive effects for both individuals and organizations

But what about personality?



Type: the Myers-Briggs Type Indicator® (MBTI®) model

EXTRAVERSION — **INTROVERSION**

Where do you get your energy from?

SENSING — **INTUITION**

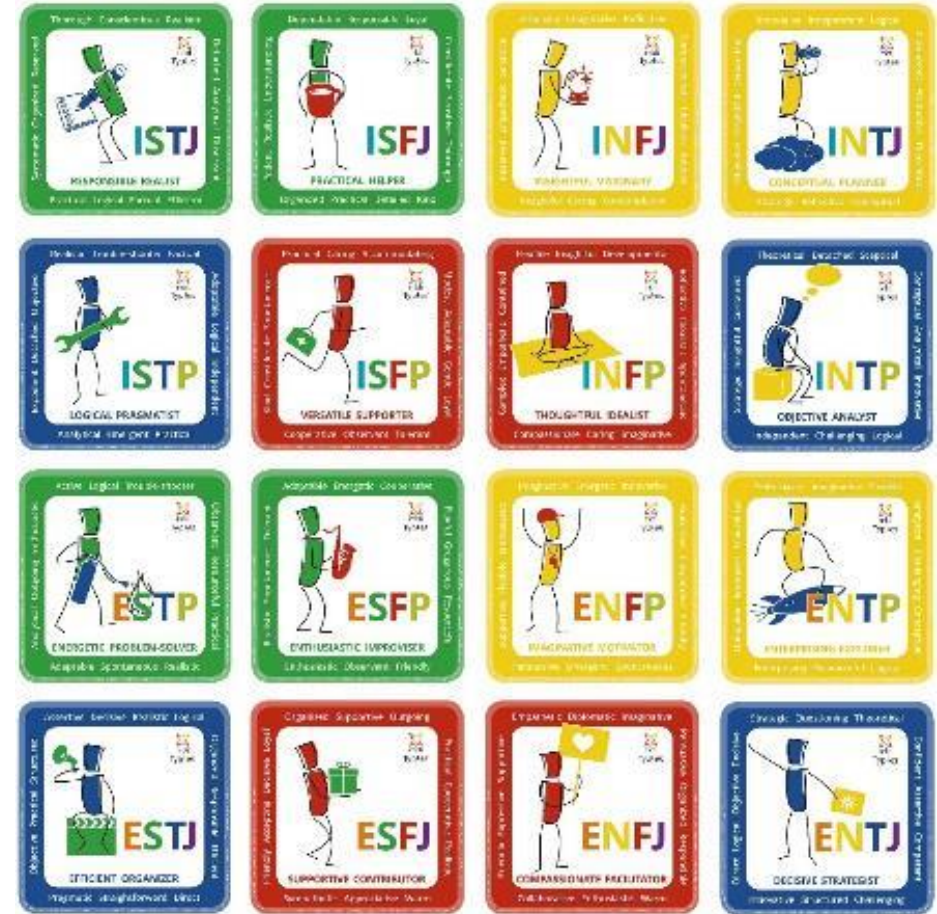
What kind of information do you prefer to use?

THINKING — **FEELING**

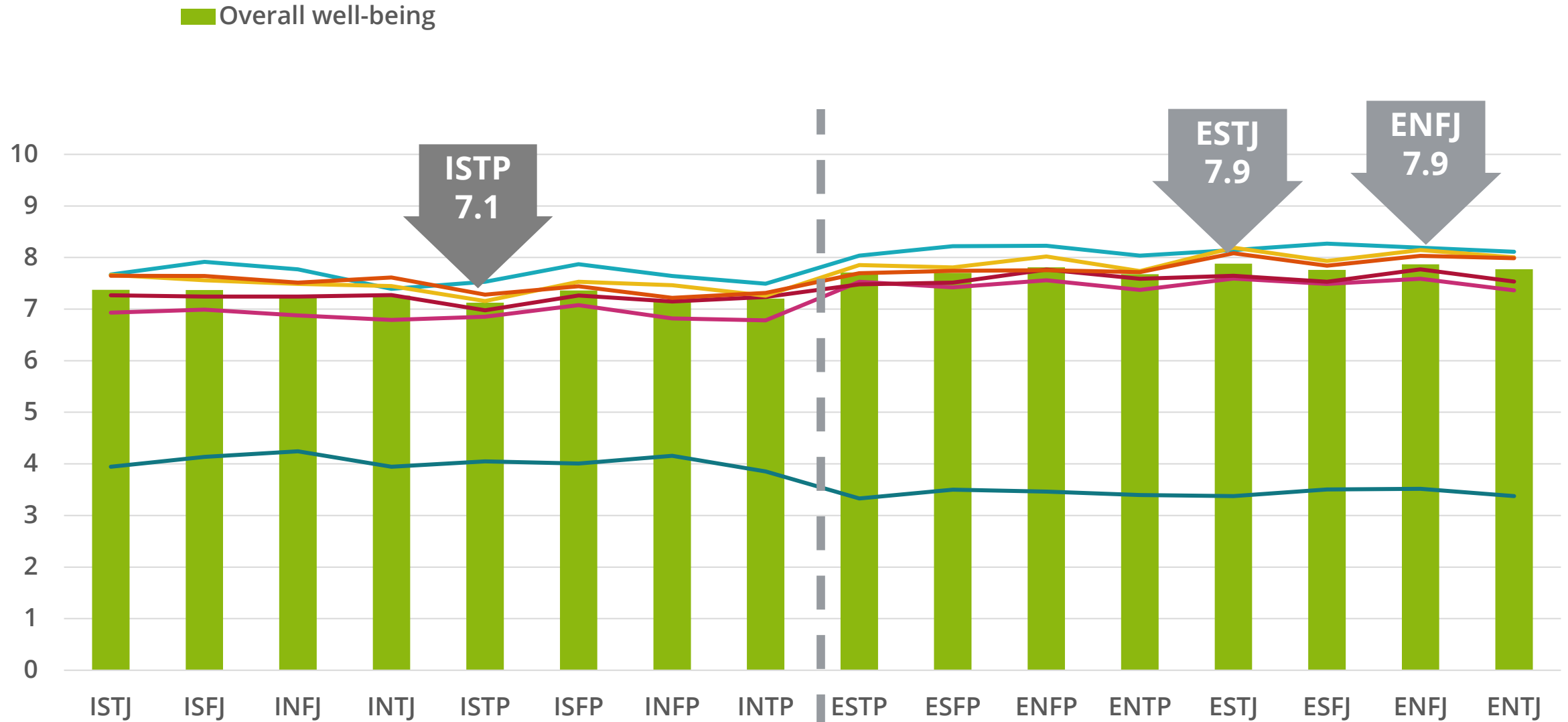
What process do you use to make decisions?

JUDGING — **PERCEIVING**

How do you deal with the world around you?



Workplace well-being varies by MBTI type



Type-based advice for enhancing well-being

Personality Type and Workplace Well-being

- Not one size fits all
- Type tips
- Ongoing research to add more depth to these tips

Type tips for well-being

We researched how different MBTI types can help improve their well-being. Here are some tips based on the activities people with a preference for **Extraversion** found useful. Turn over for the introversion preferences.

ESTP
General well-being tips:

- Eat meals with other people
- Read spiritual literature
- Attend parties

Work well-being tips:

- Avoid help from your coworkers
- Take a break when you need to eat
- Work on tasks that give you a sense of purpose

ESFP
General well-being tips:

- Participate in religious group
- Listen to or play music
- Exercise

Work well-being tips:

- Get to know your coworkers
- Discuss problem things about your work
- Manage your workload so that you have leisure time

Type tips for well-being

We researched how different MBTI types can help improve their well-being. Here are some of the activities people with a preference for **Introversion** found useful. Turn over for the Extraversion preferences.

ISTJ
General well-being tips:

- Reconsider your expectations
- Exercise
- Read

Work well-being tips:

- Help your coworkers
- Try to learn new things at work
- Align your daily tasks with your career goals

ISFJ
General well-being tips:

- Reconsider your expectations
- Eat meals with other people
- Read

Work well-being tips:

- Plan to have leisure/working hours
- Align your daily goals with your career goals
- Work on tasks that give you a sense of success

INTJ
General well-being tips:

- Reconsider your expectations
- Use mindfulness techniques
- Read

Work well-being tips:

- Try to learn new things at work
- Reconsider why your work is important
- Work on tasks that give you a sense of purpose

INTP
General well-being tips:

- Use mindfulness techniques
- Eat meals with other people
- Exercise

Work well-being tips:

- Use various management techniques
- Participate in religious group
- Exercise

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?



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

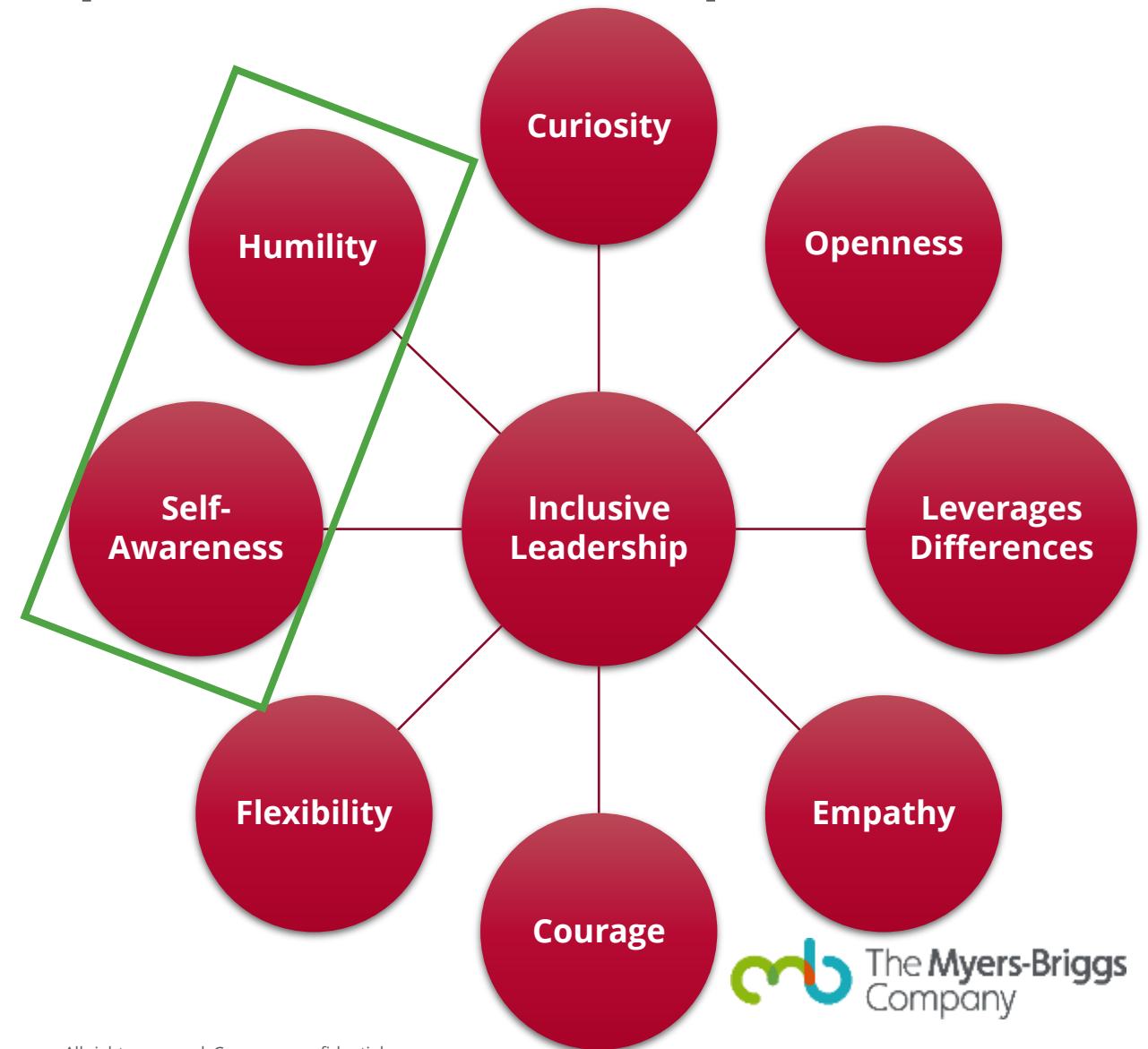
1. Spend time with family or friends
2. Listen to or play music
3. Read
4. Focus on positives
5. Exercise, play sports, or go for walks

Enhancing well-being in your workplace



The importance of leadership and relationships

- As part of the strategy consider **leadership development for relationship management** (up, down, and across) **and inclusion**
 - Understand people and what they need to enhance their well being



The importance of leadership and relationships

- As part of the strategy consider **leadership development for relationship management** (up, down, and across) **and inclusion**
 - Understand people and what they need to enhance their well being
 - Understand how to communicate effectively



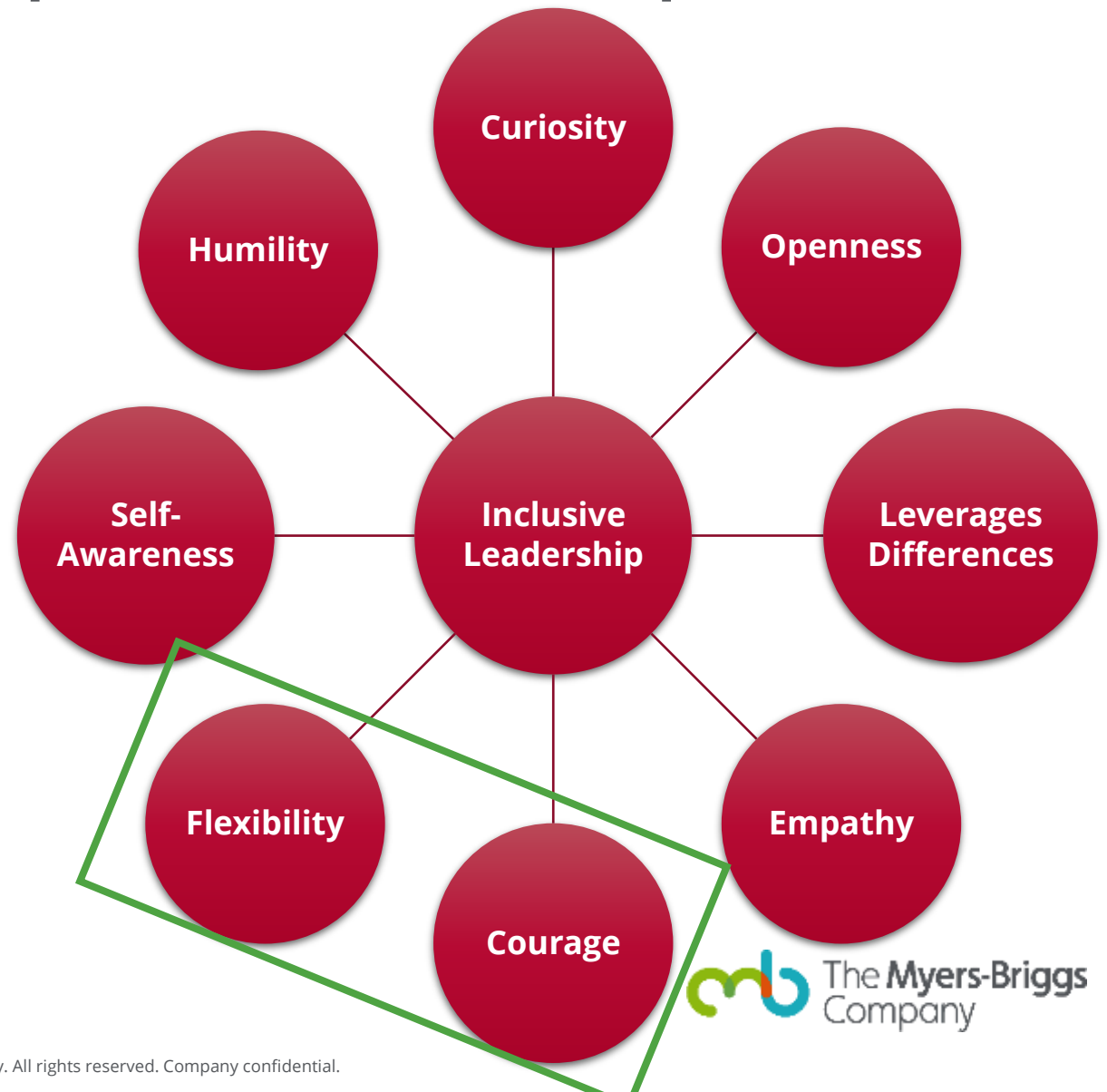
The importance of leadership and relationships

- As part of the strategy consider **leadership development for relationship management** (up, down, and across) **and inclusion**
 - Understand people and what they need to enhance their well being
 - Understand how to communicate effectively
 - Understand strategies to increase inclusion in work teams



The importance of leadership and relationships

- As part of the strategy consider **leadership development for relationship management** (up, down, and across) **and inclusion**
 - Understand people and what they need to enhance their well being
 - Understand how to communicate effectively
 - Understand strategies to increase inclusion in work teams
 - Understand and draw on people's natural strengths



Developing Inclusive Leaders

- Should increase
 - Positive emotions,
 - Decrease negative emotions,
 - Improve supervisor and coworker relationships,
 - Make work more meaningful
 - Make work more engaging
 - Increase the sense of accomplishment.



Inclusive Workplaces

Employees who work for Inclusive teams and organizations report feeling they:

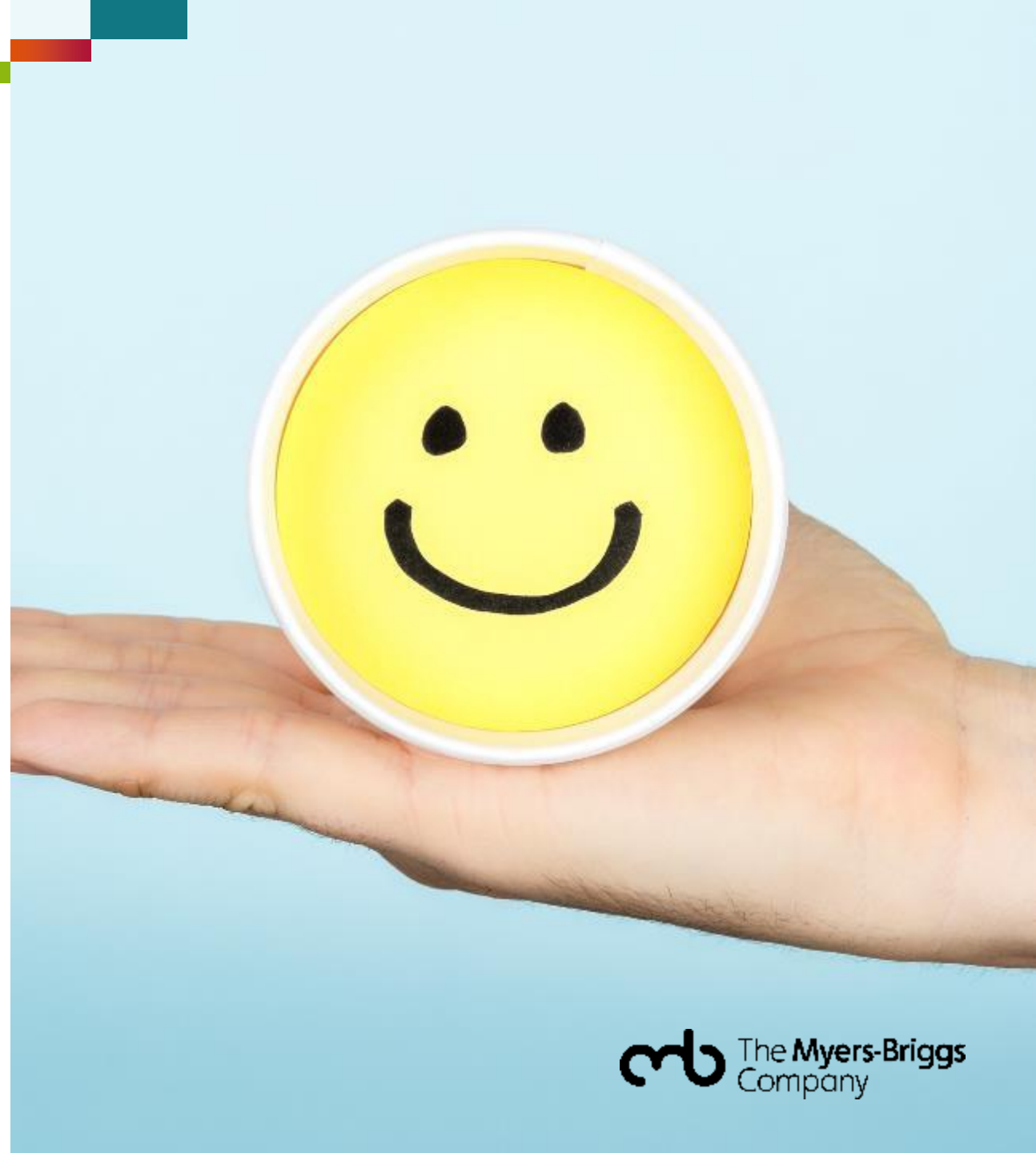
- are treated respectfully and fairly,
- feel they belong,
- are valued,
- feel confident and inspired to contribute and share their perspective.

Harvard Business Review, *The Key to Inclusive Leadership*



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
- Inclusive leadership program



Well-being in the workplace

Why it matters for organizational
performance and how to improve it



Thank you! Any questions?

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