

# 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

THE PAST



LEADER  
AS COACH

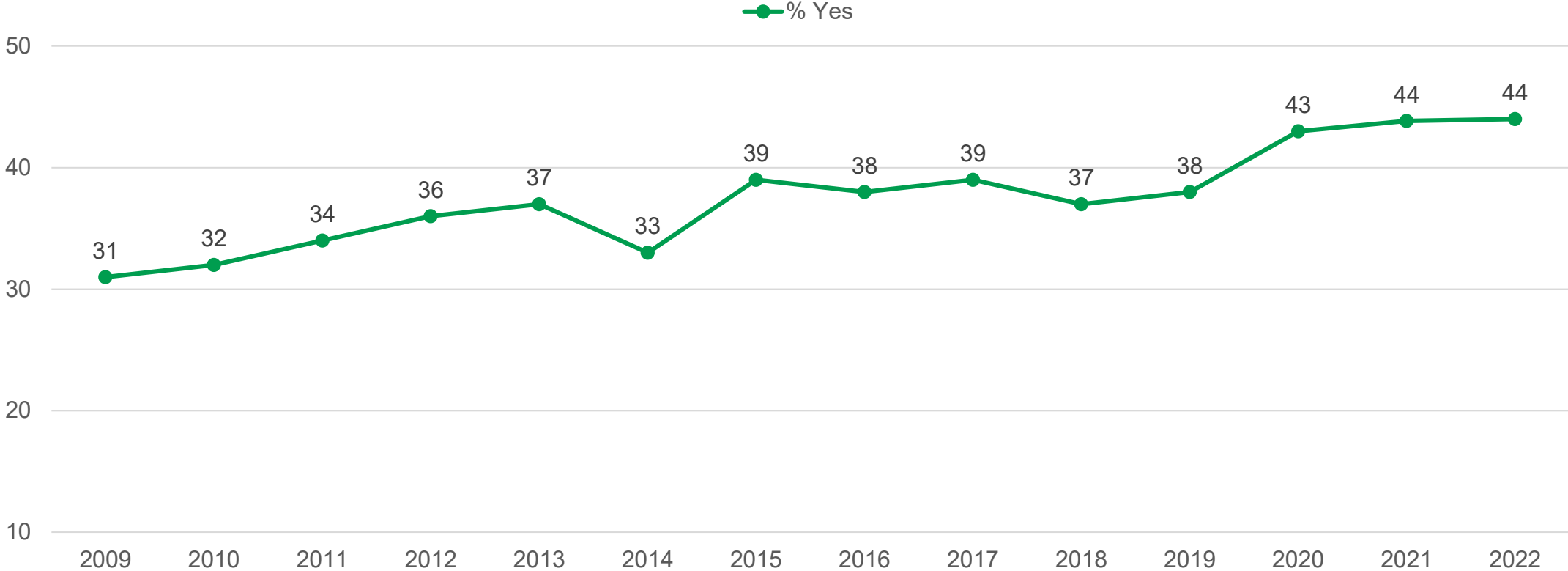


OUR FUTURE

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?*

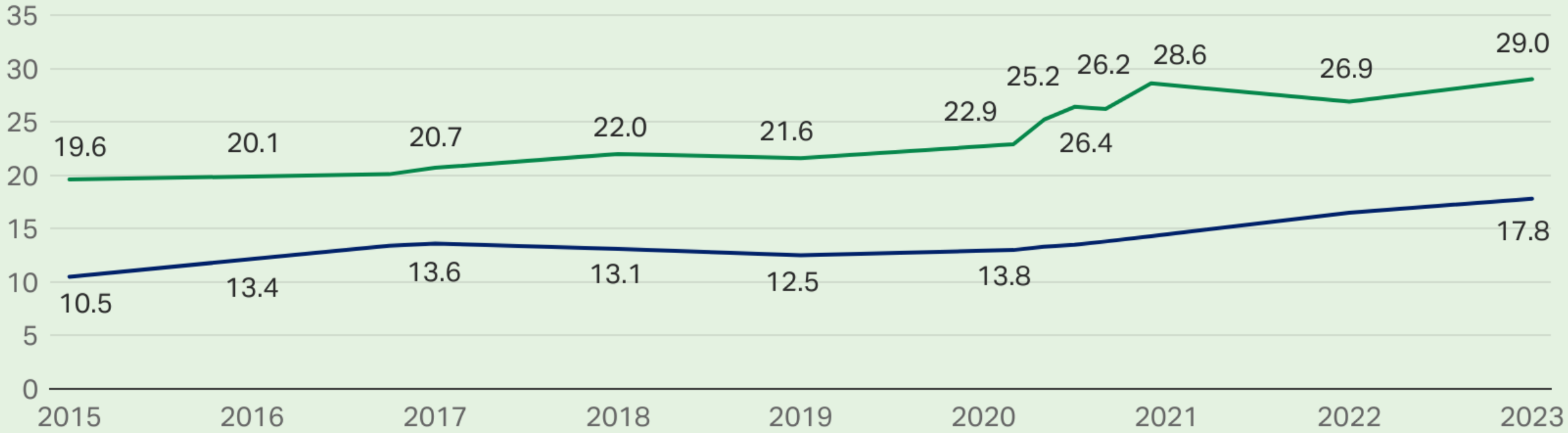


# Rising Trends: Lifetime and Current Depression Rates

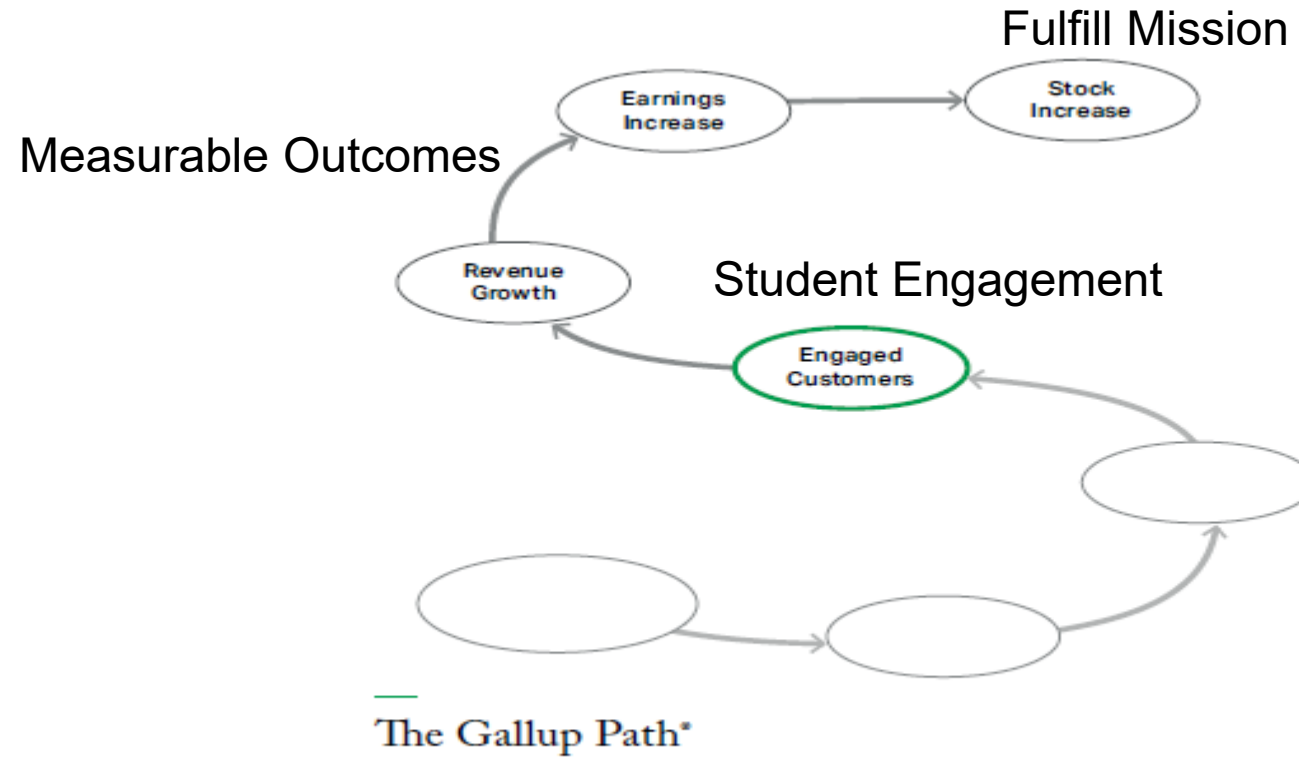
Has a doctor or nurse ever told you that you have depression?

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

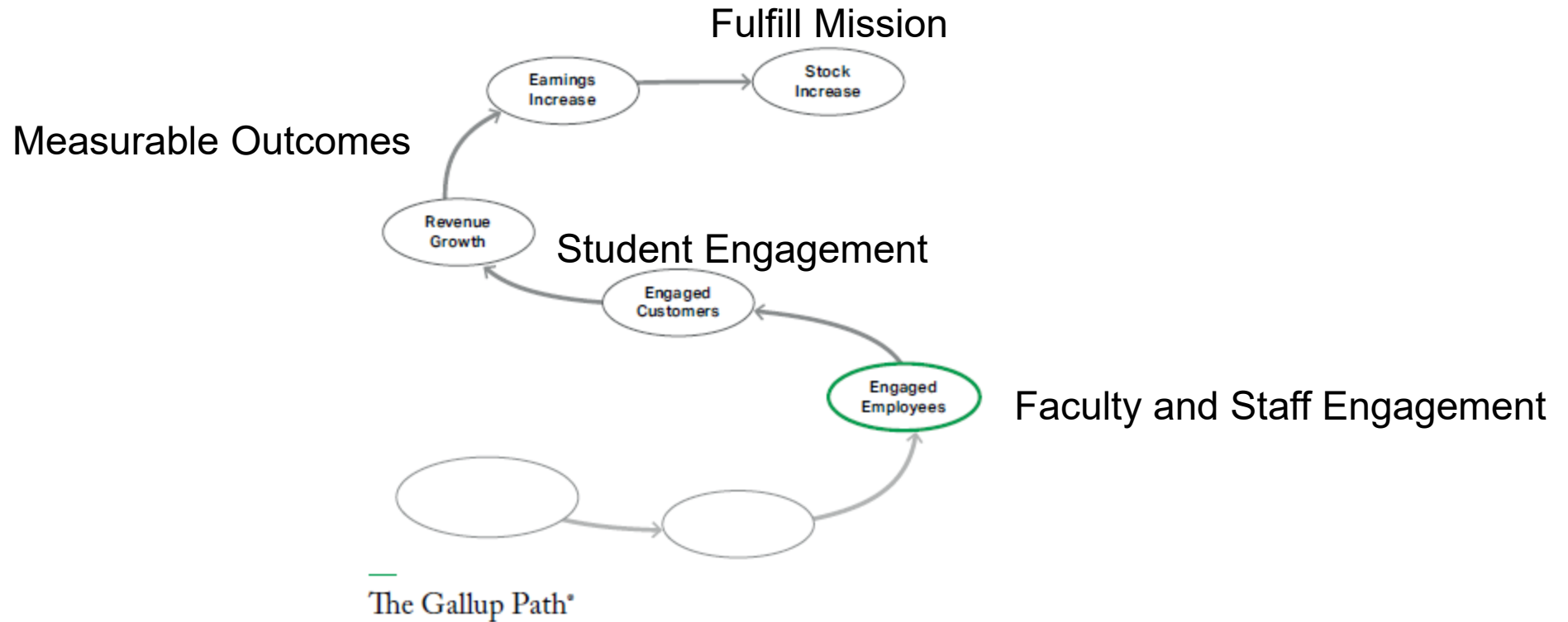


# The Great Customer Resignation

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

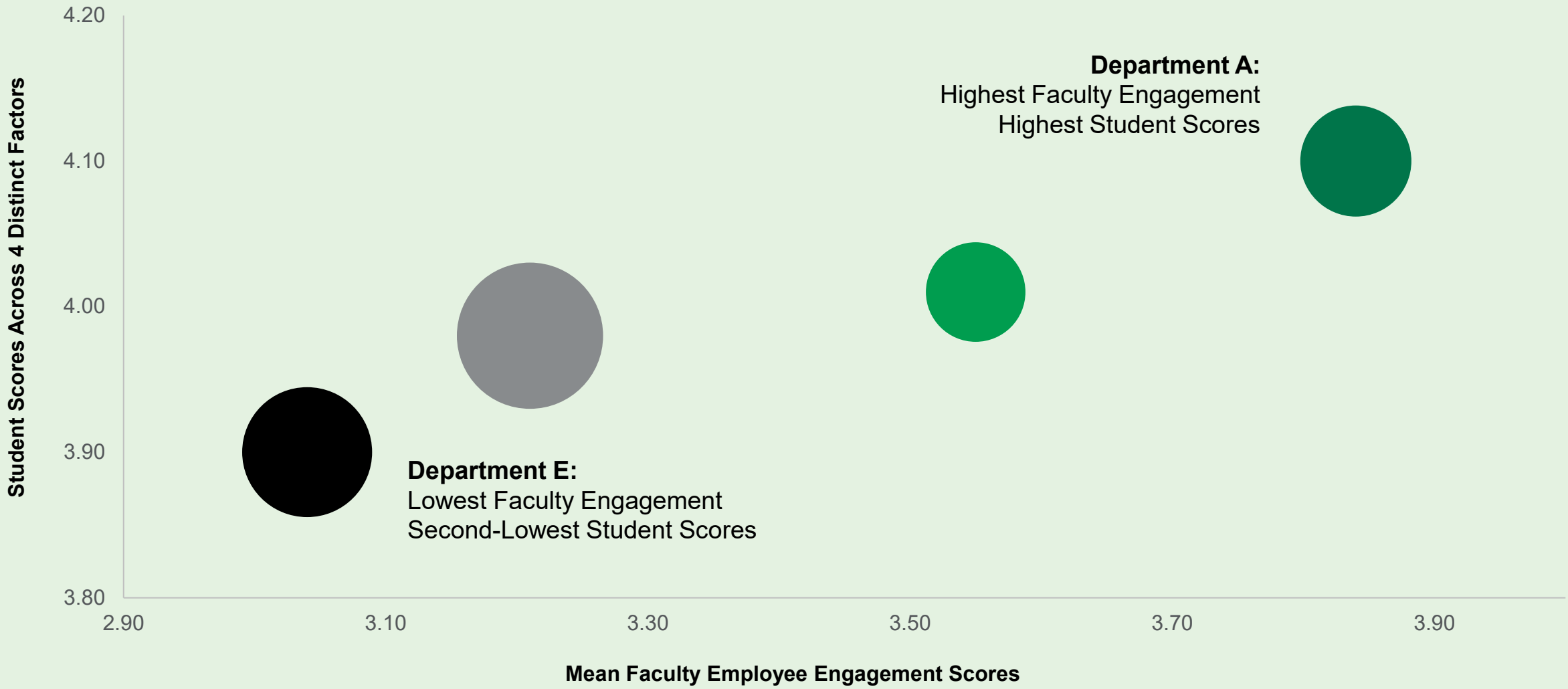


# The Role Human Nature Plays in Organizational Outcomes





# Overall Student Scores Reflect Faculty Engagement



# Employee Engagement Trends Globally, in the U.S. and in Best Practice Organizations

## Employee Engagement Trends

% Engaged



**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

	Year	N Size	% Actively Disengaged	% Not Engaged	% Engaged
<b>AGE: &lt; 35 Years Old</b>	2019	2260	12%	50%	37%
	2020	2094	12%	48%	40%
	2021	4718	14%	52%	34%
	2022	7115	17%	50%	33%
<b>Age: 35+ Years Old</b>	2019	11921	17%	50%	33%
	2020	11500	16%	49%	35%
	2921	32681	17%	49%	34%
	2022	55706	18%	50%	32%

# 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

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Customer

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Productivity

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Financial outcomes

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Wellbeing

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Organizational Citizenship

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Attendance

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Retention

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Safety

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Quality

# 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



# How the five elements of wellbeing are additive in explaining important outcomes

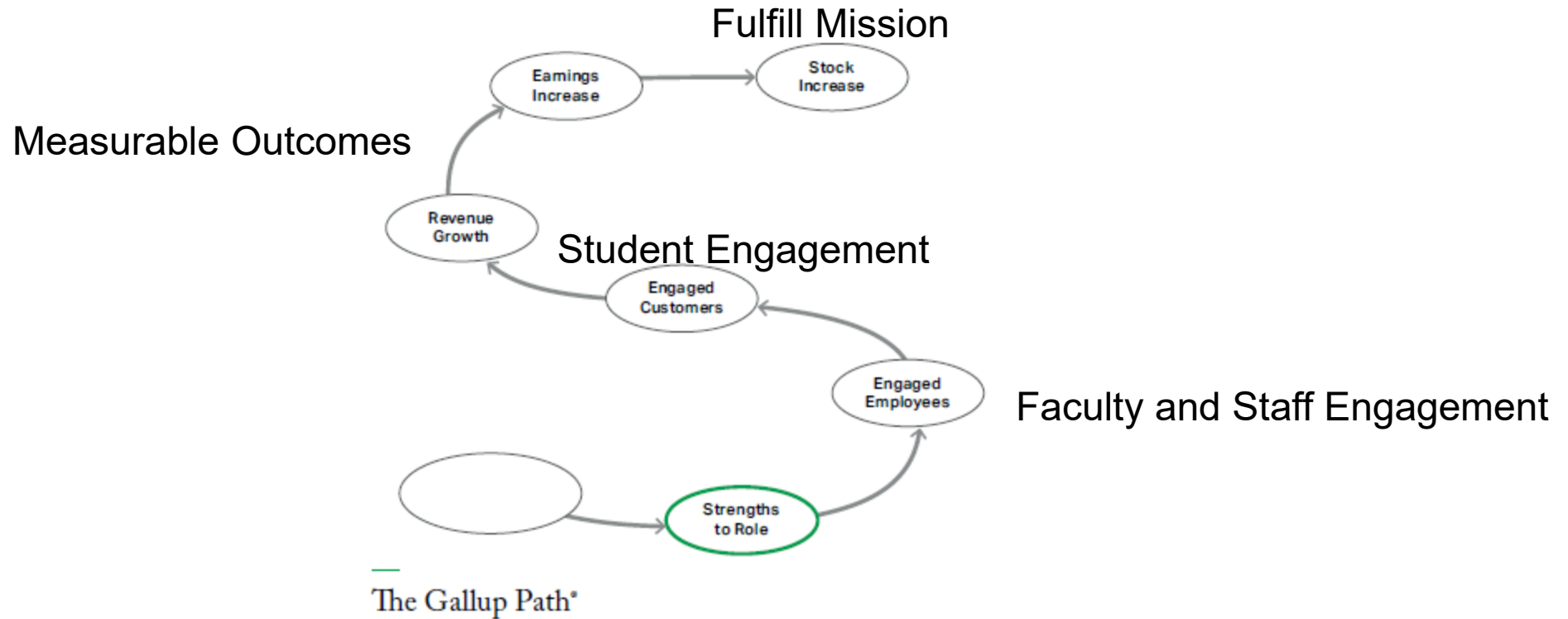
*Career, social, financial, physical, community*

# of elements thriving	% Net Thriving	% Diagnosed Depression	% Burnout very often or always	% Anxiety	Disease burden cost per person
0	28	37	37	44	\$7,208
1	53	28	31	37	\$5,225
2	71	18	25	30	\$4,766
3	86	13	15	23	\$4,558
4	91	6	11	13	\$4,112
5	98	3	9	9	\$3,598

Findings after controlling for demographic differences

Source: Gallup Panel 2019-2020

# The Role Human Nature Plays in Organizational Outcomes

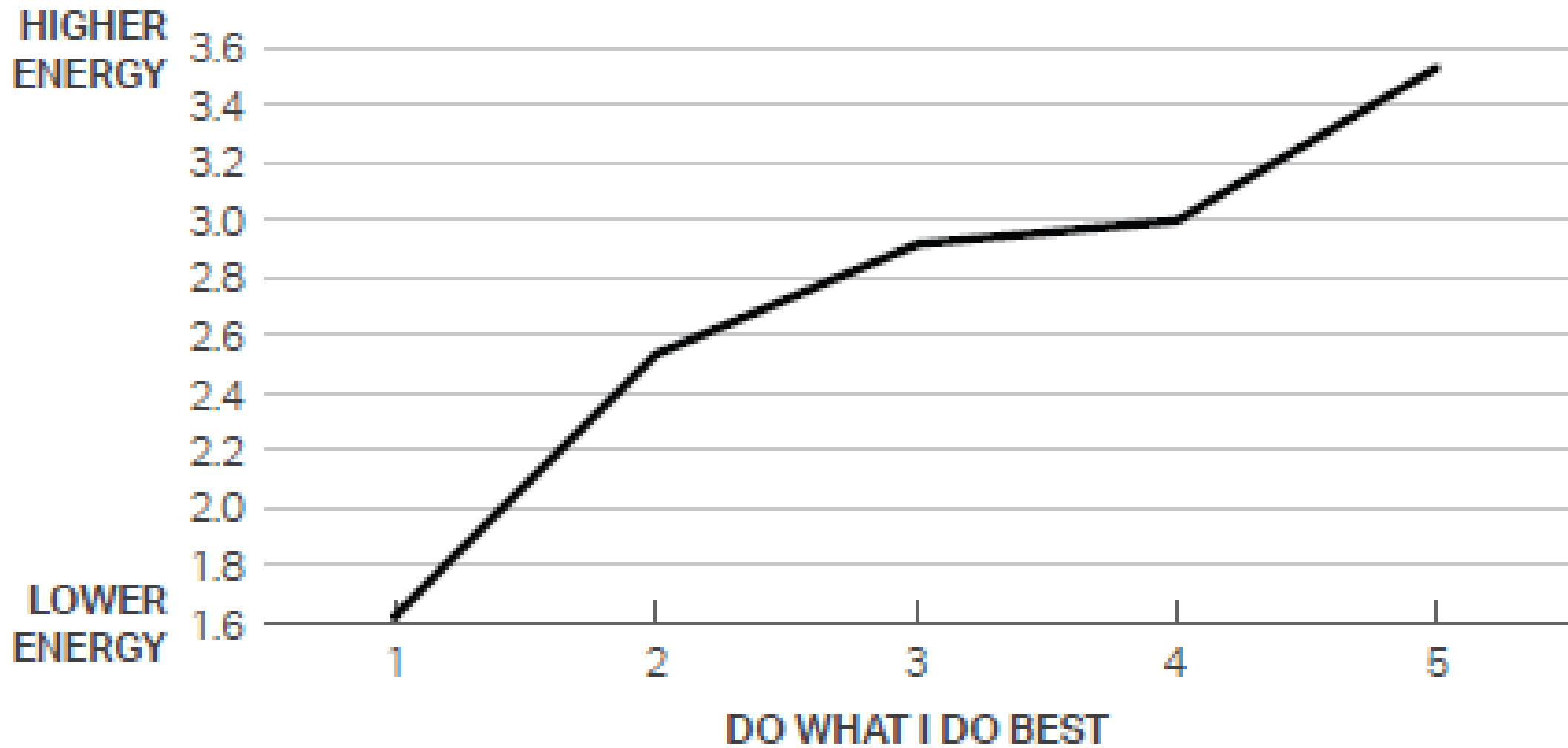




# Strengths—A Short-Cut to Meaningful Conversations

<b>EXECUTING</b>	<b>INFLUENCING</b>	<b>RELATIONSHIP BUILDING</b>	<b>STRATEGIC THINKING</b>
Achiever	Activator	Adaptability	Analytical
Arranger	Command	Developer	Context
Belief	Communication	Connectedness	Futuristic
Consistency	Competitive	Empathy	Ideation
Deliberative	Maximizer	Harmony	Input
Discipline	Self-Assurance	Includer	Intellection
Focus	Significance	Individualization	Learner
Responsibility	Woo	Positivity	Strategic
Restorative		Relator	

# 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

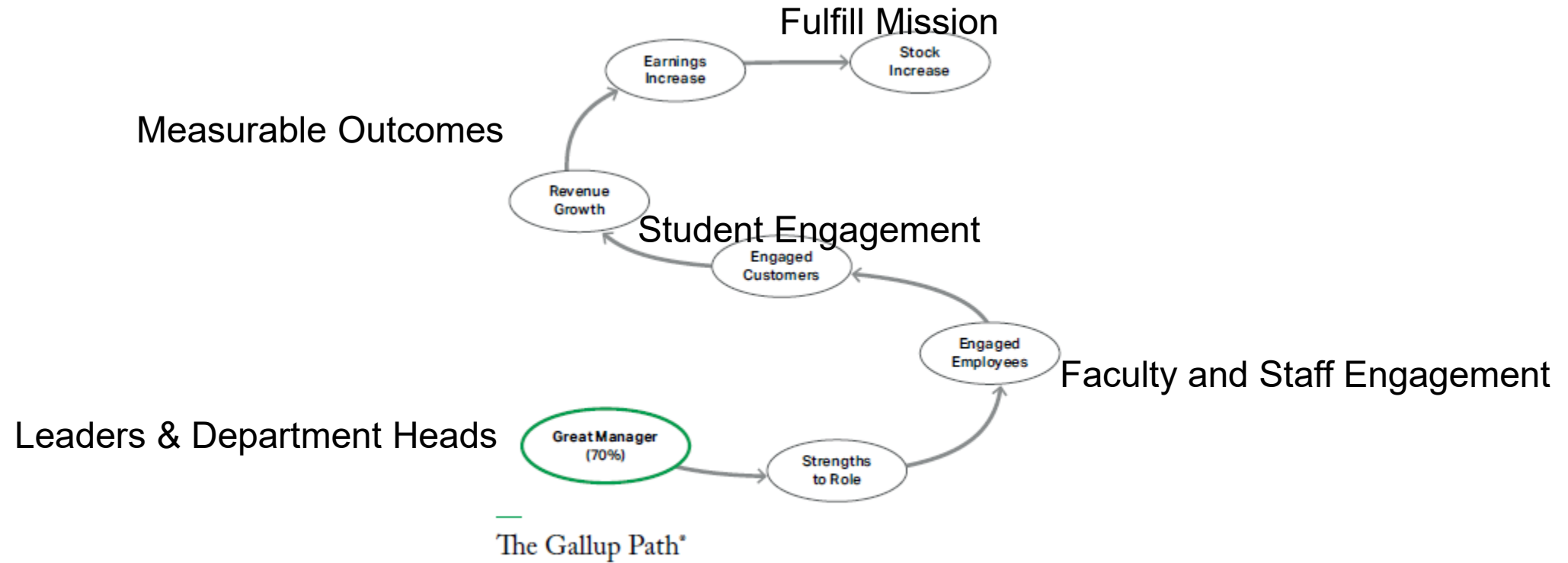
- Business

- 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



# 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 or 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”

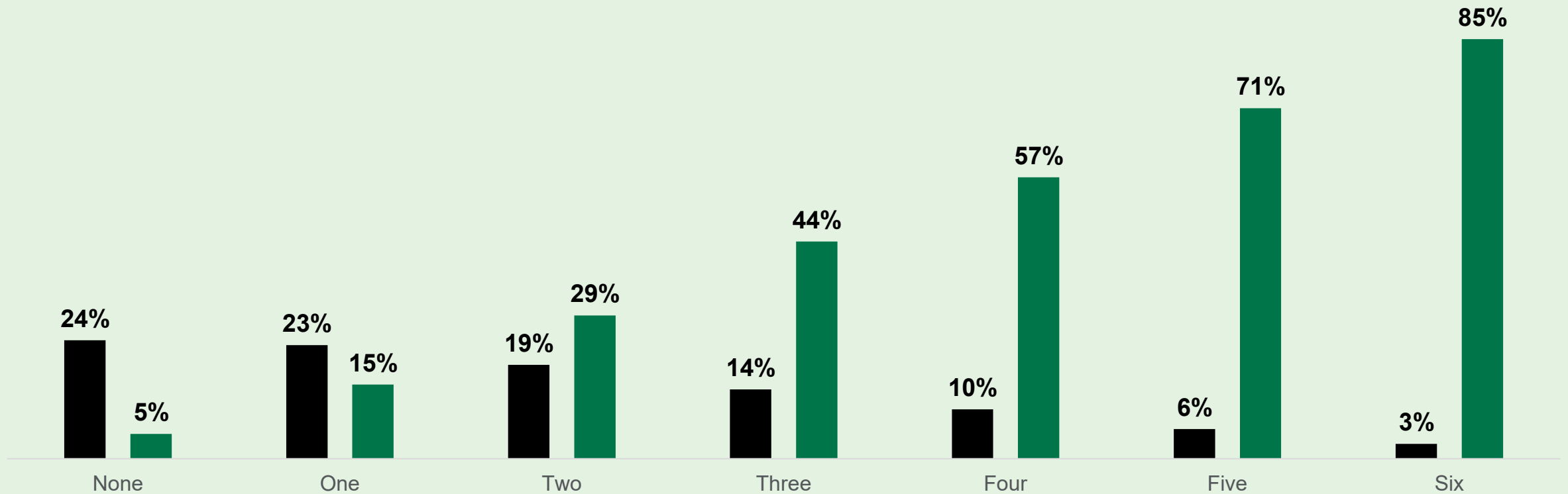
6%

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

■ Have Experienced ■ Strongly Agree: "<My college> prepared me well for life outside of college"

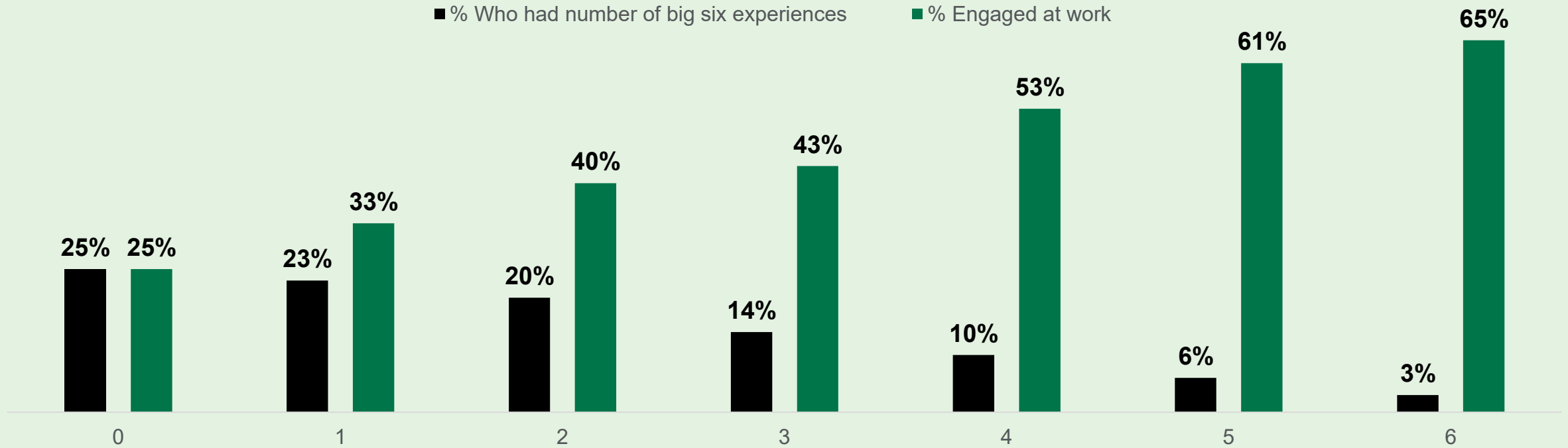


# The “Big Six” College Experiences and Engagement at Work

**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

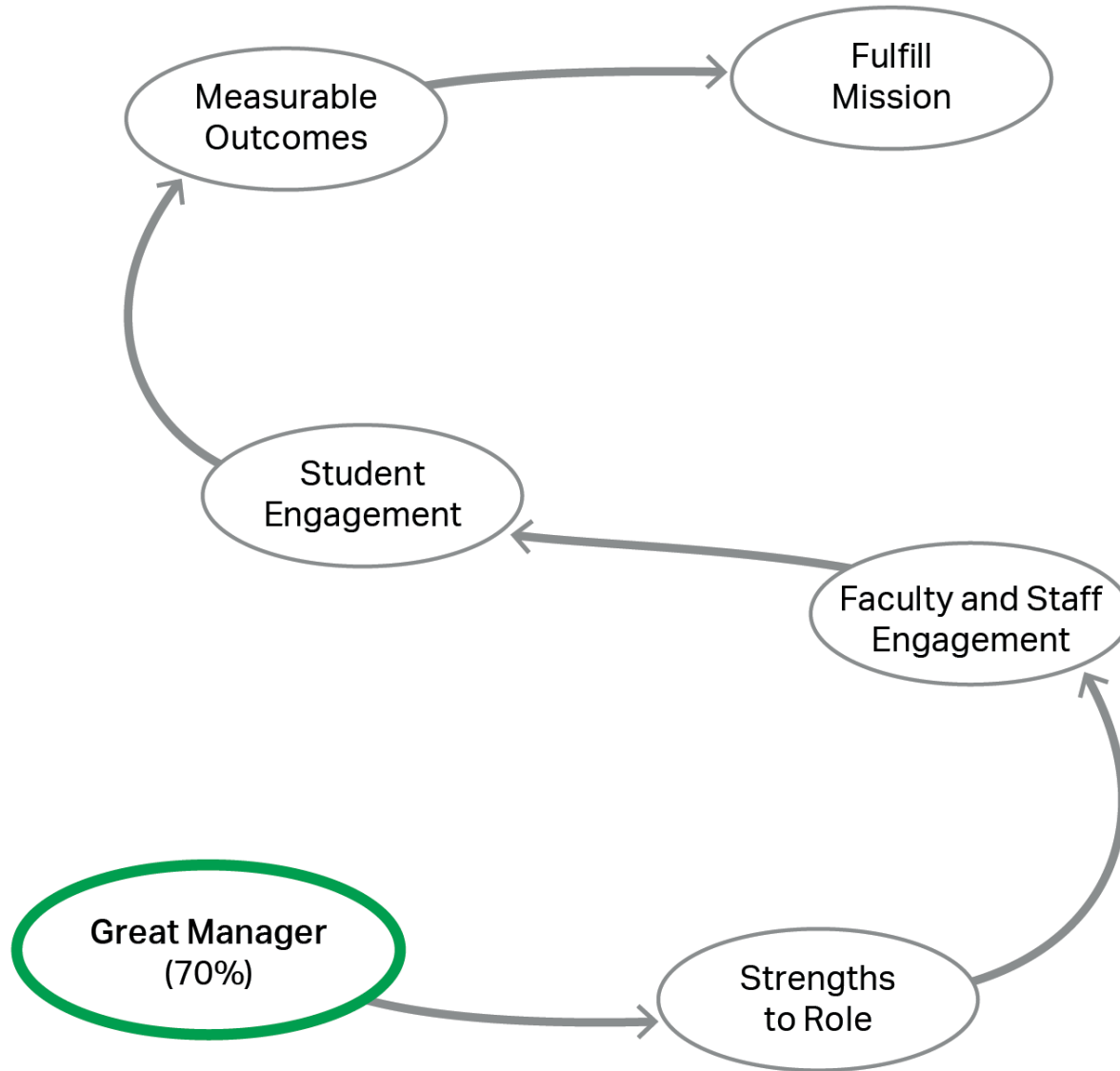
■ % Who had number of big six experiences    ■ % Engaged at work



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## The Gallup Path<sup>®</sup>

The role human nature plays  
in organizational outcomes



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