

# Wellbeing at Work

Tags: [#work-life-integration](#) [#management](#) [#wellness](#) [#engagement](#)

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## Dialogue

One of the single biggest discoveries Gallup has ever made is this: What the whole world wants is a good job. People want a job that uses their God-given strengths every day with a manager who encourages their development. Stress and anxiety are most likely linked to “my job” (or not having a job). “My job” and “my manager” are the two strongest links to net thriving.

Let's define --> Gallup Net Thriving

Please imagine a ladder with steps numbered from zero at the bottom to 10 at the top. The top of the ladder represents the best possible life for you and the bottom of the ladder represents the worst possible life for you.

Q1: On which step of the ladder would you say you personally feel you stand at this time? (0-10)

Q2: On which step do you think you will stand about five years from now? (0-10)

Five key elements of wellbeing:

1. Career
2. Social
3. Financial
4. Physical
5. Community

Many employers have limited their focus on “wellness” to encouraging employees to eat healthy and exercise rather than focusing on the element that matters most — career wellbeing.

Time With a Manager: The Worst Part of the Day

Spending time with their manager is the worst part of the day for employees, according to an approach called National Time Accounting that asks people detailed questions about their time use throughout the day.

Career Wellbeing tips for managers we can refer to other episodes on:

- Strengths
- Removing abusive managers
- Upskill for boss to coach

Key insights to detail in this episode:

- Make wellbeing a part of career development conversations
- Open conversations about pay philosophies

An open conversation about pay philosophies, policies and methods for determining pay is even more important than the actual amount of their salary when it comes to helping employees feel satisfied with their compensation. It's better to pay at market and have effective pay conversations than to pay above market but fail to align on those conversations.

- Feedback

Giving each employee meaningful feedback once a week is a basic requirement of a fully skilled manager.

- Clear expectations

Globally, one in two employees know what is expected of them at work. That means half of employees worldwide are unsure about their roles. And even worse, they are stressed and anxious — even losing sleep — because they don't know what their boss wants from them. Half don't know if they're succeeding or failing. This damages their career wellbeing.

What have you changed your mind on?

## Quotes

Gallup's goal is to discover and quantify the difference between the best possible life and the worst possible life. As of this writing, Gallup has found that 17% of the world's population is suffering (worst life), 59% is struggling and 25% is thriving (best life).

Gallup research has revealed five states of wellbeing that we believe will change the world and human development forever. The five key elements of wellbeing are career, social, financial, physical and community — in that order.

Gallup's most recent global analytics conclude that a good job, with engaging work, is the very foundation of a thriving life.

A landmark 2010 study of Gallup wellbeing data by Nobel Prize winners Daniel Kahneman and Angus Deaton found that increases in annual income up to \$75,000 (about \$90,000 in 2021 dollars) were associated with better daily emotions. Above \$75,000, daily emotions did not improve. Furthermore, Gallup found that how people

manage and spend their money has a big influence on daily emotions for people at all income levels.

The five elements of wellbeing are:

- Career wellbeing: You like what you do every day.
- Social wellbeing: You have meaningful friendships in your life.
- Financial wellbeing: You manage your money well.
- Physical wellbeing: You have energy to get things done.
- Community wellbeing: You like where you live.

Spending time with their manager is the worst part of the day for employees, according to an approach called National Time Accounting that asks people detailed questions about their time use throughout the day.

Reviews of the academic literature find that abusive supervisors contribute to employees' drinking and drug problems, insomnia, and a wide variety of unsafe behaviors. Indifferent, uninvolved managers are problematic too. They cause emotional exhaustion and higher rates of active disengagement among their employees.

Make sure everyone in your organization knows their strengths. Use a strengths-based strategy to design an employee experience — from attraction to hiring to onboarding, engagement and performance — that leads to a culture of high development.

Remove abusive managers. No organization should tolerate managers who destroy the lives of the people you rely on to get work done. In today's workforce, bad managers are your highest risk.

Upskill managers to move from boss to coach. Use proven methods to transition your managers' mentality from boss to coach. Think of this as a yearlong journey that starts with learning about high-performance teams. Each manager should become an expert at setting goals and providing meaningful feedback at least once a week.

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Managers who give frequent and meaningful feedback have employees who are more likely to be engaged compared with managers who don't. The benefits of regular meaningful feedback for those who work remotely 80% to 100% of the time are even greater than for those who work on-site. The combination of autonomy and meaningful

feedback is the magic formula that produces the greatest benefit. But poorly skilled managers fail to offer regular and useful feedback.

The significance of this cannot be overstated: Fully remote teams can substantially outperform on-site teams when they are managed effectively.

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