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Managing Through Disruption: The Rising Importance of the Team

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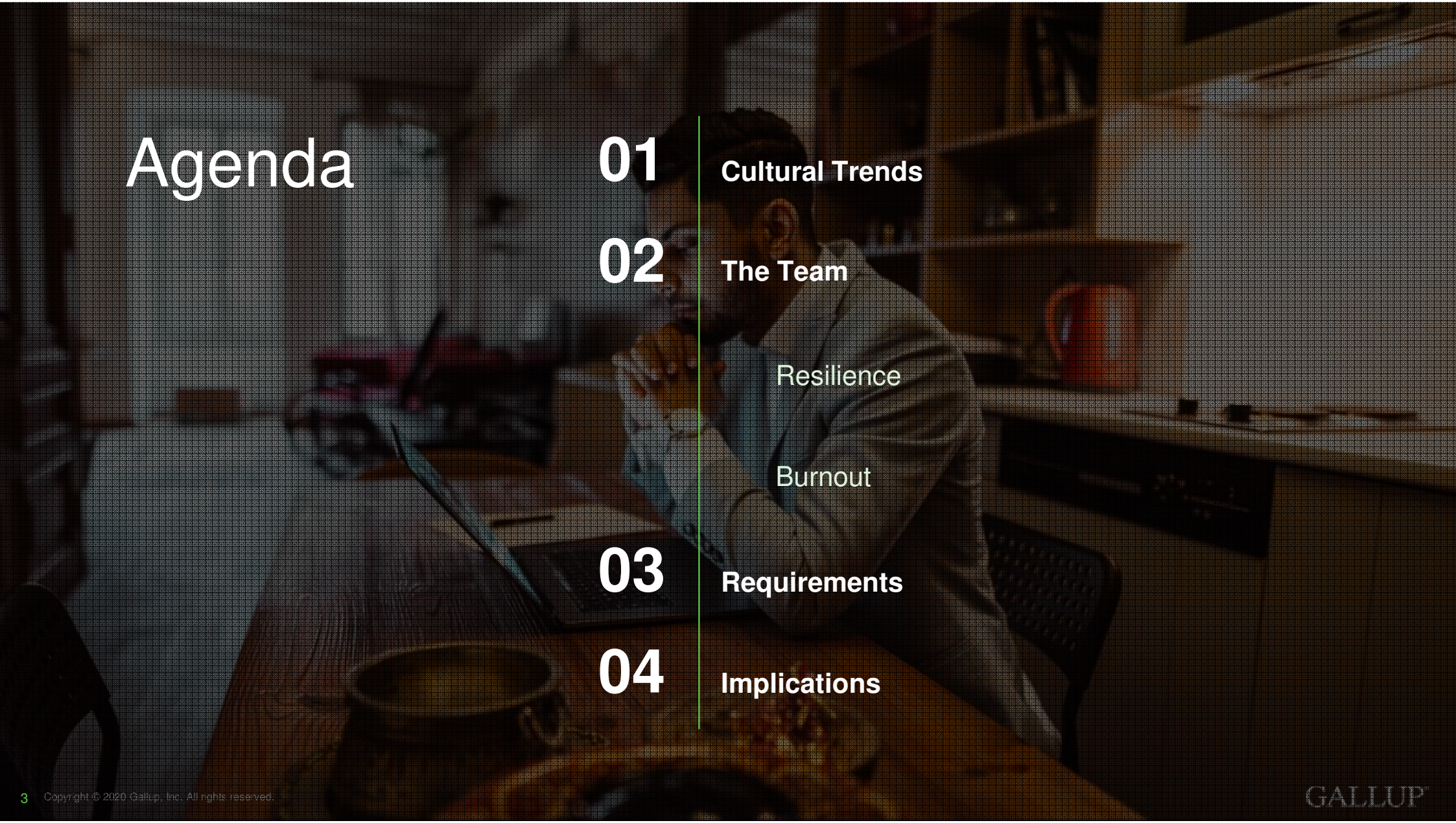

Agenda

01 **Cultural Trends**

02 **The Team**

- Resilience
- Burnout

03 **Requirements**

04 **Implications**

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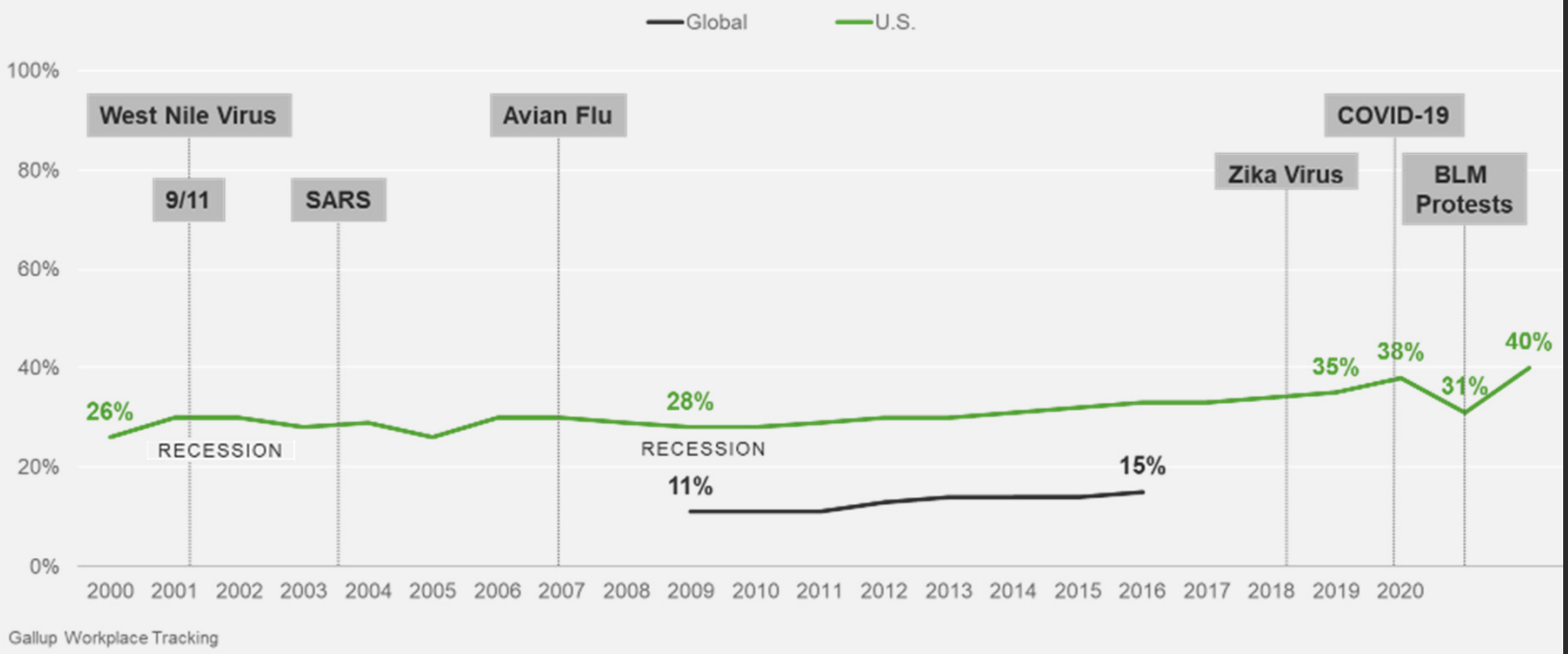
This is the first time Gallup has observed macro factors influence engagement levels



Gallup Workplace Tracking

Key Messages:

- This is different than any macro event in the past 20 years.
- Engagement has reached record levels in the USA since measurements began in 2000.

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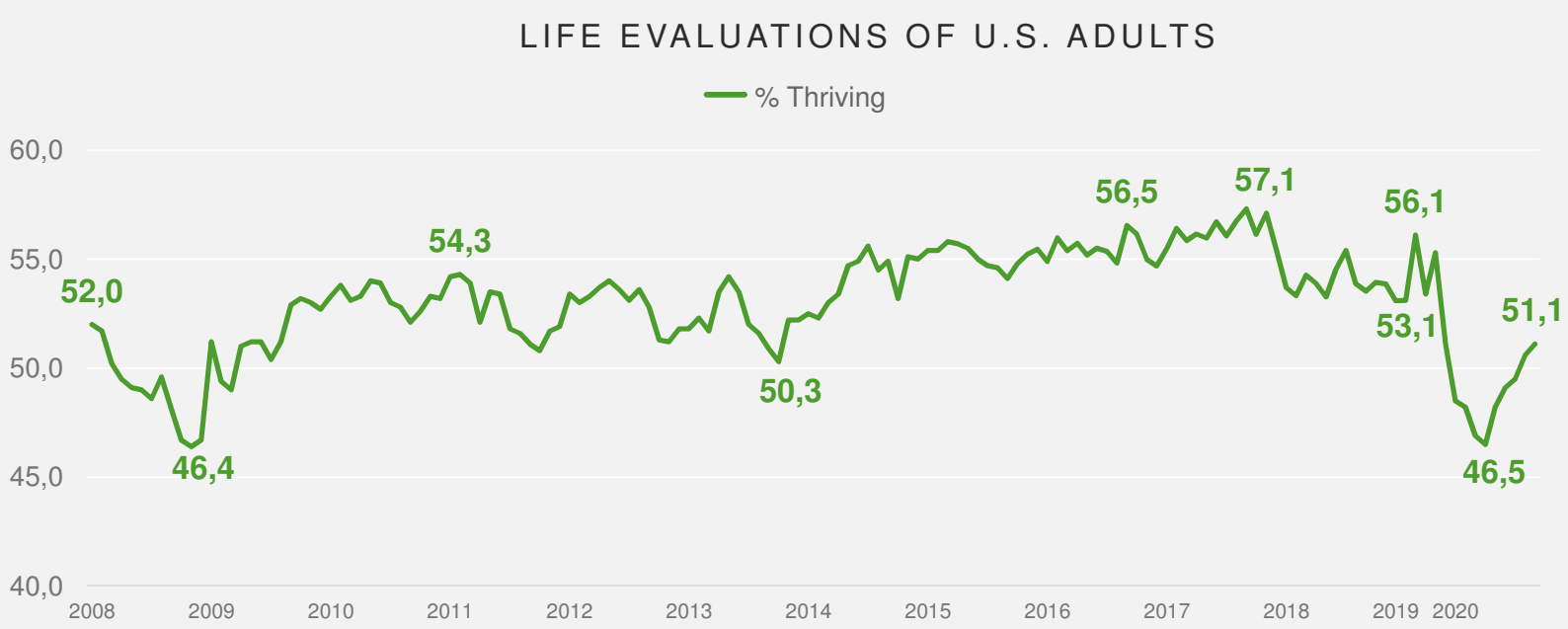
Percentage of Thriving Americans Drops at Record Pace During COVID-19



U.S. Adults are asked to rate their lives a scale of 1 to 10 now and in five years to determine wellbeing. Nobel prizes have been won with Gallup's wellbeing data based on discoveries with these questions.

Data from January 2008 to August 2019 are based on the Gallup National Health and Well-Being Index; data from September and October 2019 and from March 16 to May 24, 2020, are from the Gallup Panel.

Key Messages:

- At the beginning of the pandemic, US adults experienced record drops in wellbeing.
- Wellbeing then recovered quickly.

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Pre-COVID-19 Research & Findings

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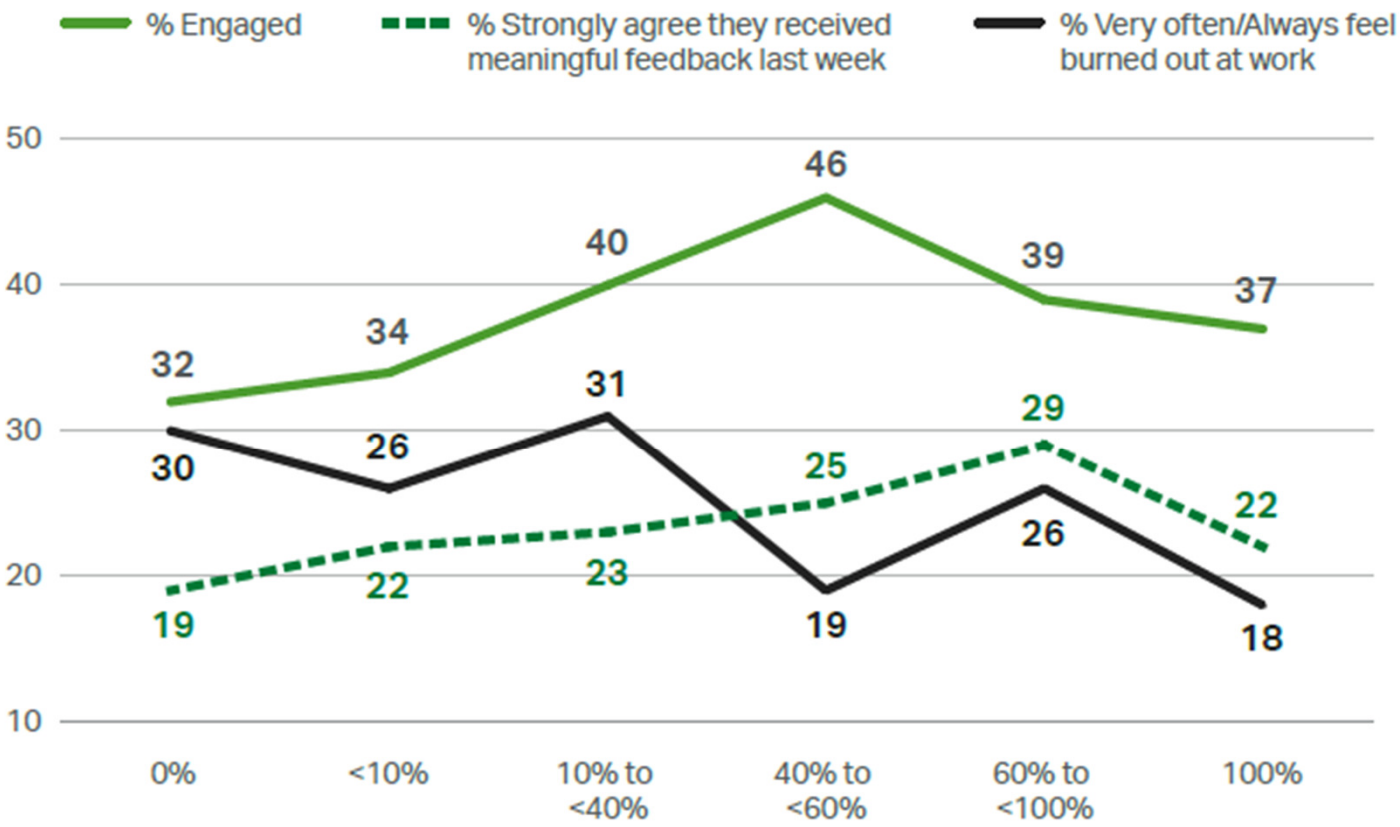
Effects of Working From Home



Gallup Panel, 2019 (pre-COVID-19)

Key Messages:

- The extremes are less engaging.
- WFH 3 days per week is the most engaging.

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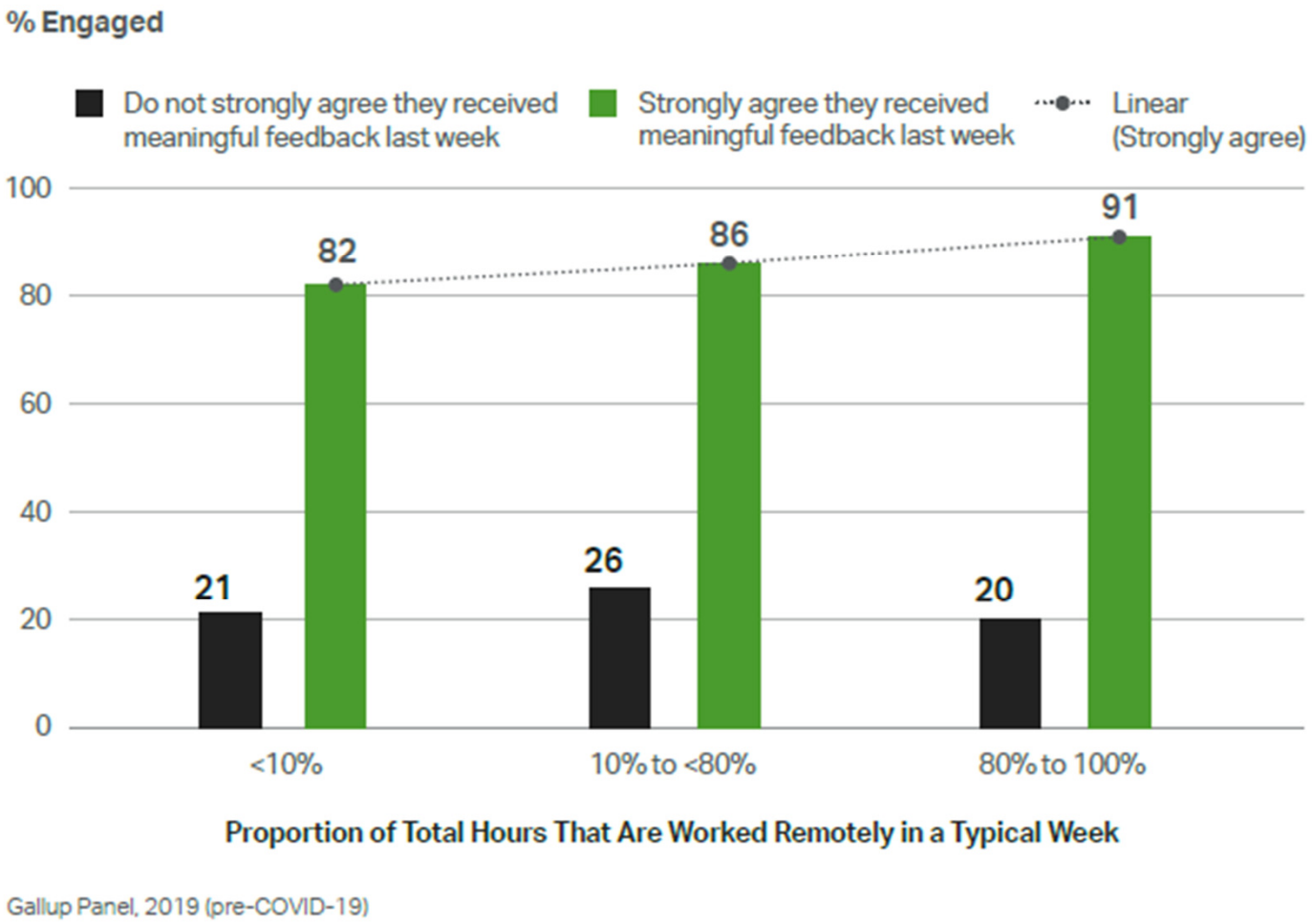
Meaningful Feedback Elevates Engagement, With Greater Impact on Those Who Work From Home



Gallup Panel, 2019 (pre-COVID-19)

Key Messages:

- Having meaningful feedback on a weekly basis, and not just frequency alone maximizes engagement for all degrees of remote working.

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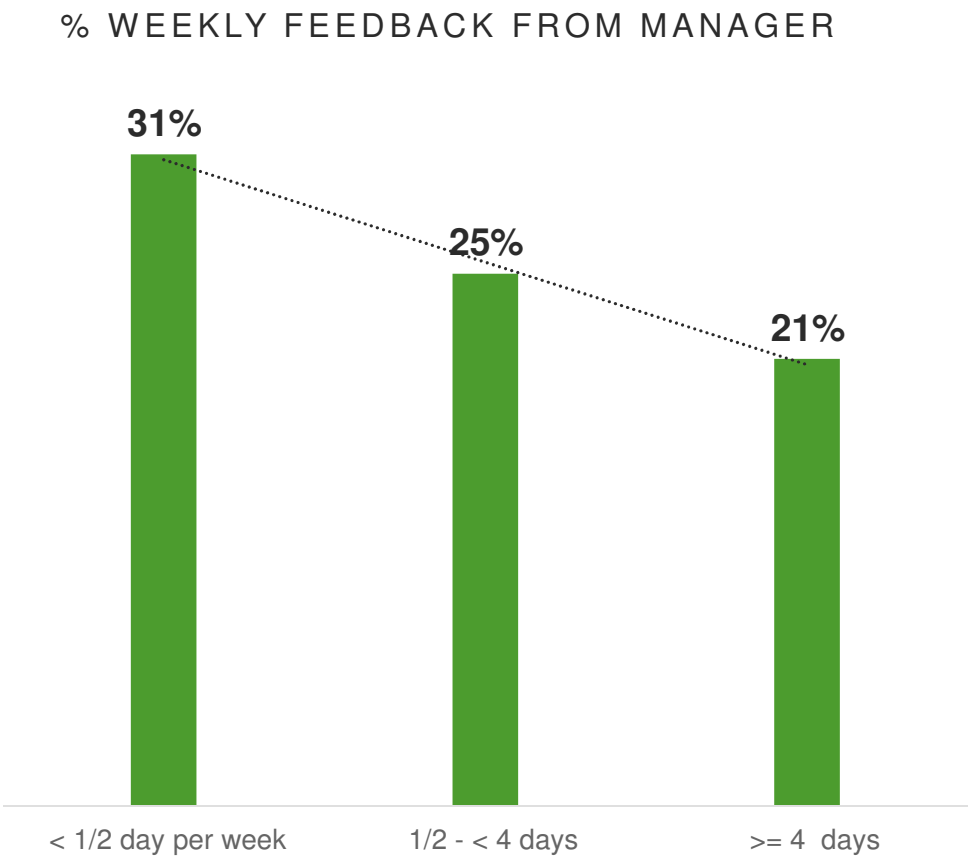
Back to Reality - Managers do not pay attention to their teams



MASSIVE GAPS AND DEFICIENCIES IN MANAGER PREPARATION

% STRONGLY AGREE

2 in 10

manager provides meaningful feedback to them

3 in 10

manager is good at helping them set work priorities

Key Messages:

- Do not assume managers have the talent or skill to deliver on the needs of employees for their remote teams.
- Most managers are not good at providing ongoing feedback.

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Employees would rather spend time with friends and family.

Gallup's Senior Scientist Daniel Kahneman discovered people in general would rather not spend time with their customers, coworkers, and bosses.

1. Friends
2. Relatives
3. Significant Other

Third from last: Customers
Second from last: Coworkers
Dead last: Bosses/Leaders

Source: Kahneman, D., et al. (2004). A survey for characterizing daily life experience: The day reconstruction method. *Science. 306,* 1776-1780.

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Pre-COVID-19 Research & Findings:

Study of all remote workers in Gallup's Database

Reviewed and analysed at the beginning of the pandemic in March 2020.

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Employees are resilient when they can strongly agree with these 5 items.

1. **Know what is expected of me at work**
2. **Materials & Equipment to do my job right**
3. **Opportunity to do what I do best every day**
4. **Mission or Purpose makes me feel my job is important**
5. **Coworkers committed to quality work**

People who Strongly Agree to these 5 items:

Ability To Bounce Back

31% More likely than average to say they are always able to bounce back from illness or hardship

Agile Organisations

3 x More likely than average to strongly agree their organization has the right tools and processes to respond quickly to business needs.

2.5x More likely than average to strongly agree their organization has the right mindset to respond quickly to business needs.

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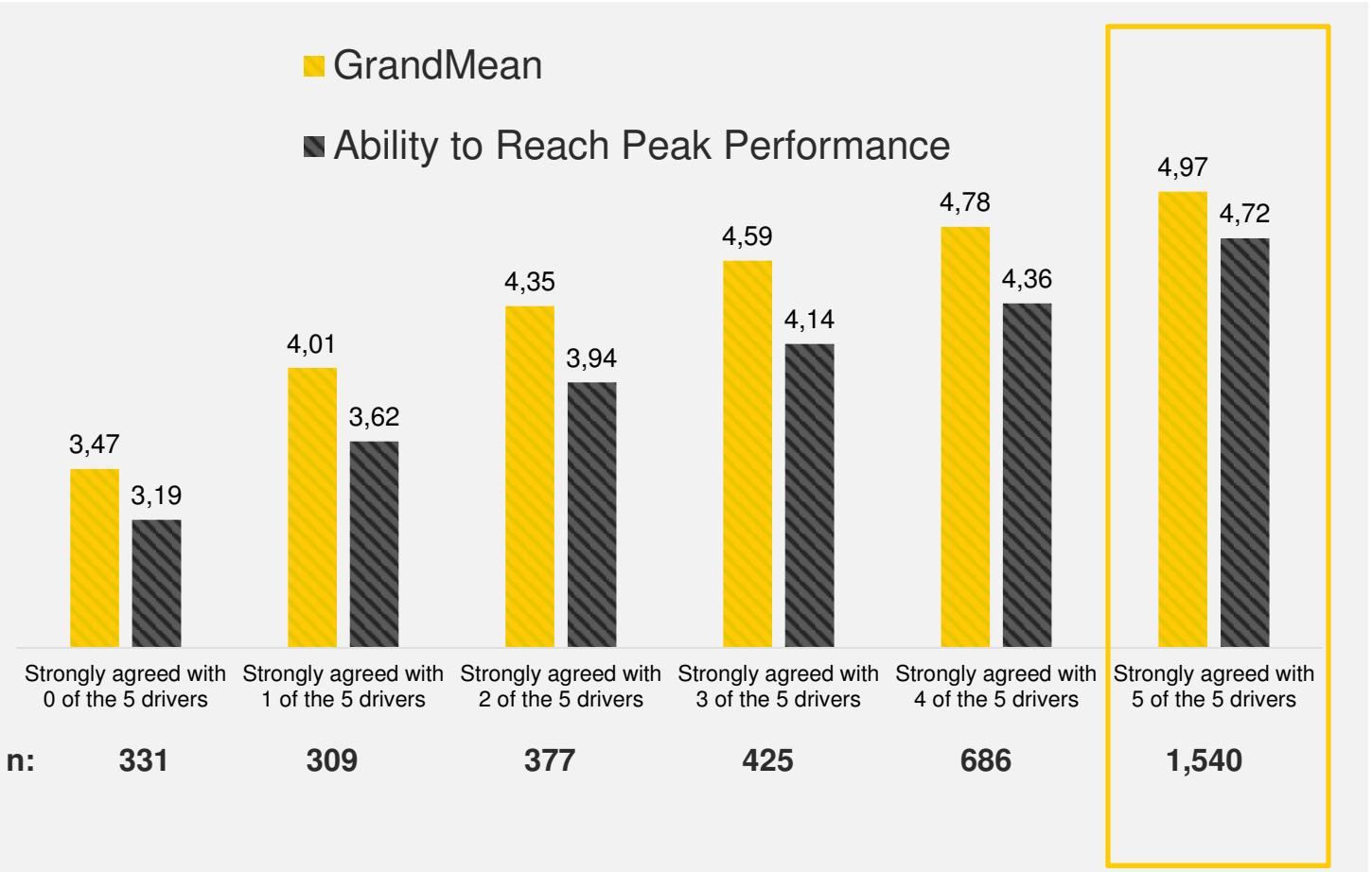
Client Example:
Resilience Items are Key to Engagement in Times of Uncertainty

The Five Drivers of Resilience are:

- Q01. Know What's Expected
- Q02. Materials & Equipment
- Q03. Do Best
- Q08. Mission & Purpose
- Q09. Quality



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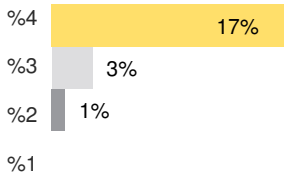
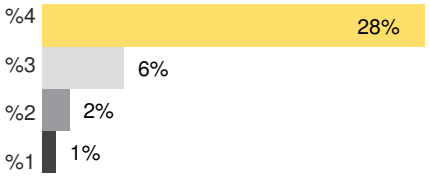
Top 5 Themes for Each Resilience Item

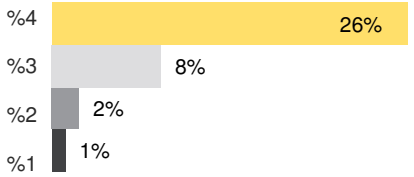
Expectations
N-Size: 359*



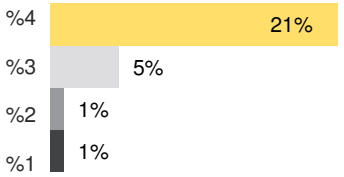
Materials & Equipment
N-Size: 852*



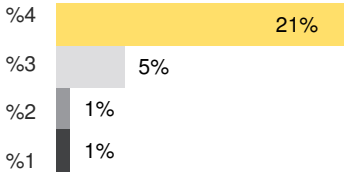
Do Best
N-Size: 607*



Mission/Purpose
N-Size: 319*



Quality
N-Size: 445*



Additional engagement elements shape the way employees think about improving each of the resilience items. This analysis reveals which items shaped the most common themes in the-open ended responses.

20% More consistency and alignment of priorities and expectations	**33%** Better IT equipment or hardware	**11%** Less interruption in their workdays	**16%** Feeling more valued / al treated equally	**16%** Address poor performance & errors
If you rate 1-4 on…				
Q03. Do Best	**Q10. Best Friend**	**Q07. Opinions Count**	**Q12. Learn & Grow**	**Q11. Progress**
…then you are:				
11 times more likely to ask for **more consistency of priorities and expectations.**	**3** times more likely to ask for **better IT equipment or hardware.**	**4** times more likely to ask for **less interruptions in your workday.**	**20** times more likely to ask to **be more valued.**	**4** times more likely to ask to **address poor performance and errors.**

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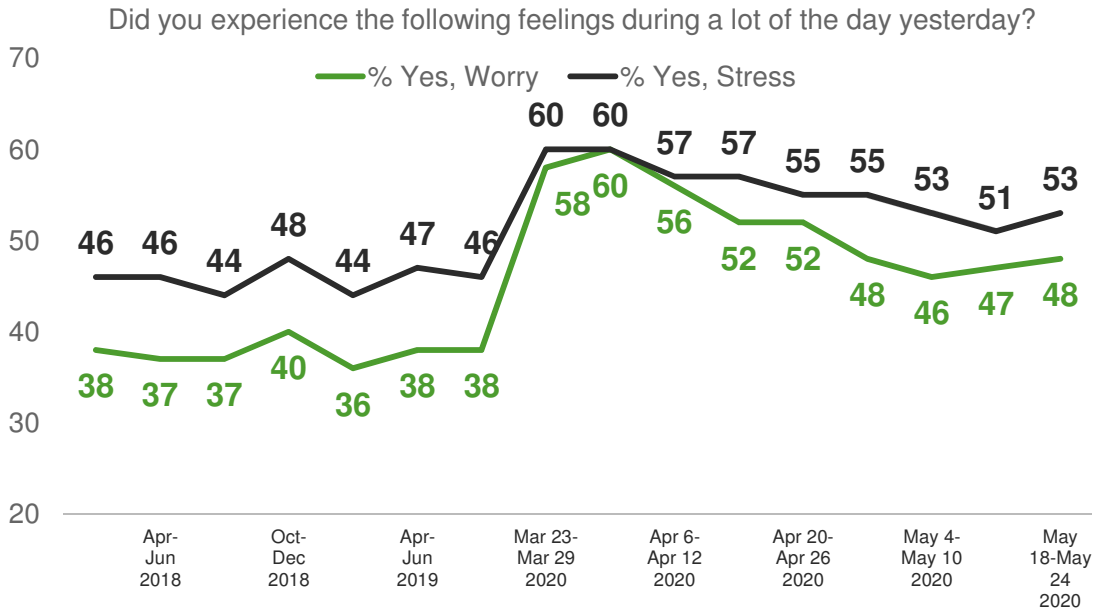
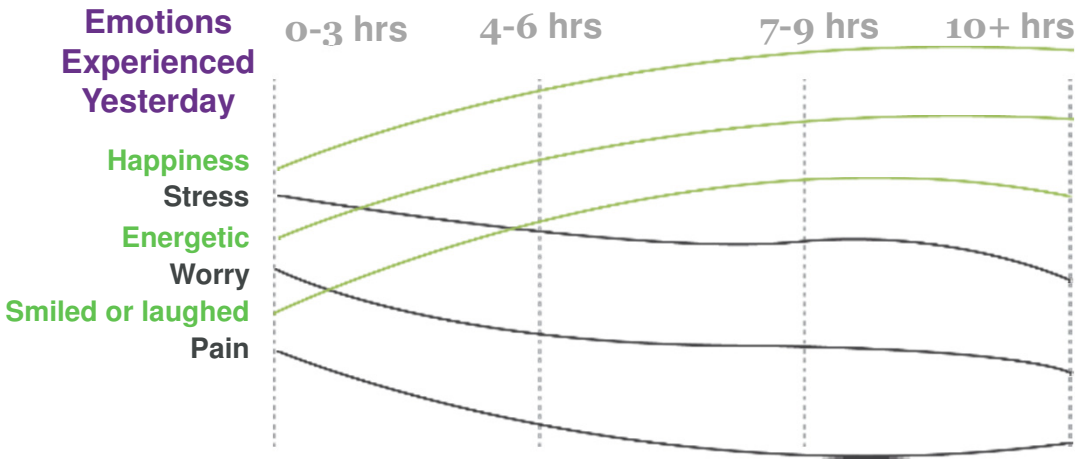
Increases in Worry and Stress Can Be Mitigated by Time Spent Using Strengths

DAILY EMOTIONAL EXPERIENCES OF U.S. ADULTS, TRENDED (JAN 2018 TO MAY 2020)



Data from January 2018 to August 2019 are based on the Gallup National Health and Well-Being Index; data from March 23 to May 24, 2020, are from the Gallup Panel.

Time Focused on Strengths Yesterday



Pre-COVID-19 Data - Gallup Panel 2016.

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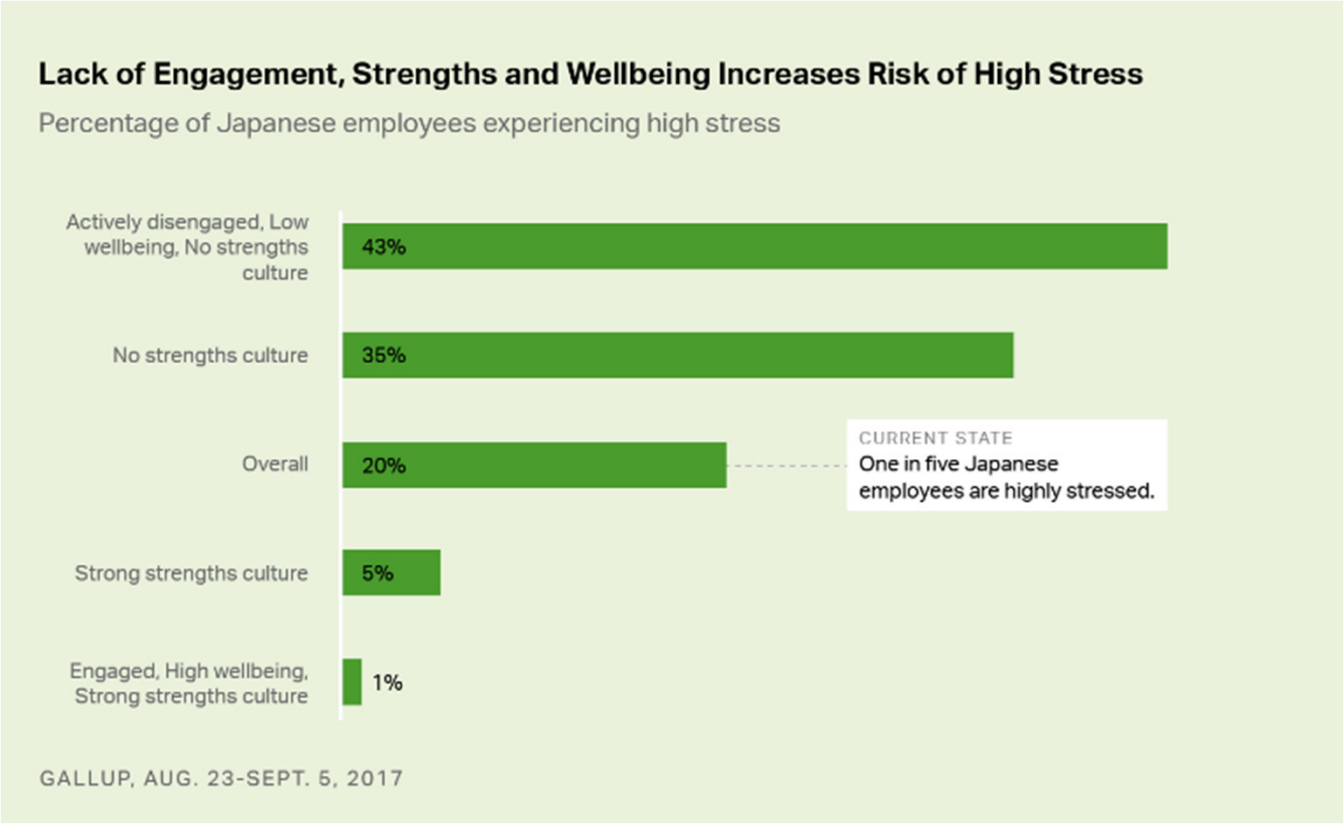
Engagement + Strengths + Wellbeing = Near Eradication of Stress



People strong in the themes of:
Arranger
Positivity
Self-Assurance
…experienced less workplace stress.

Those with:
Adaptability
Command
Empathy
Belief
…were more likely to experience high levels of stress.

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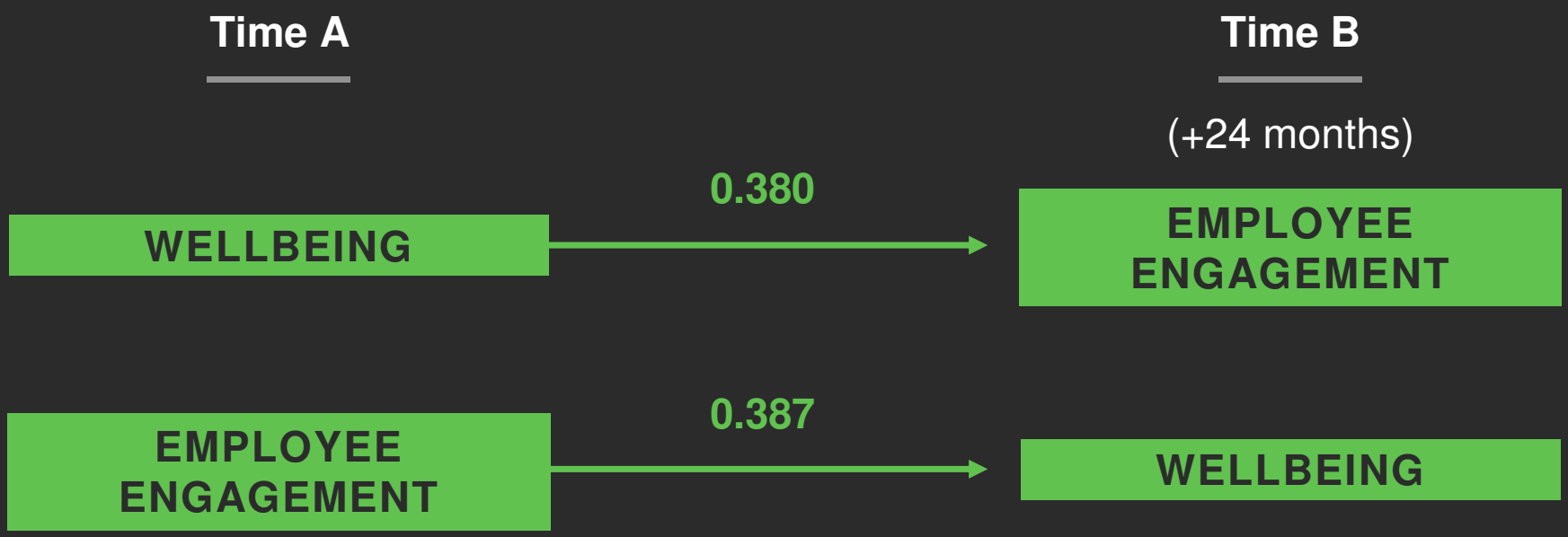
Employee Engagement and Wellbeing Are Highly Reciprocal

In longitudinal studies, each significantly predicts the future state of the other.



Controlling for age, gender, race/ethnicity, education, income, martial status, job type and region

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Q&A

Questions to ask yourself:

1. If we asked your employees, what would they say is the most important threat to their team culture right now?

2. How are you capturing the level of wellbeing of your employees? Do we see signs of burnout?

3. How are we building the resilience of our teams?

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How to Reach Us

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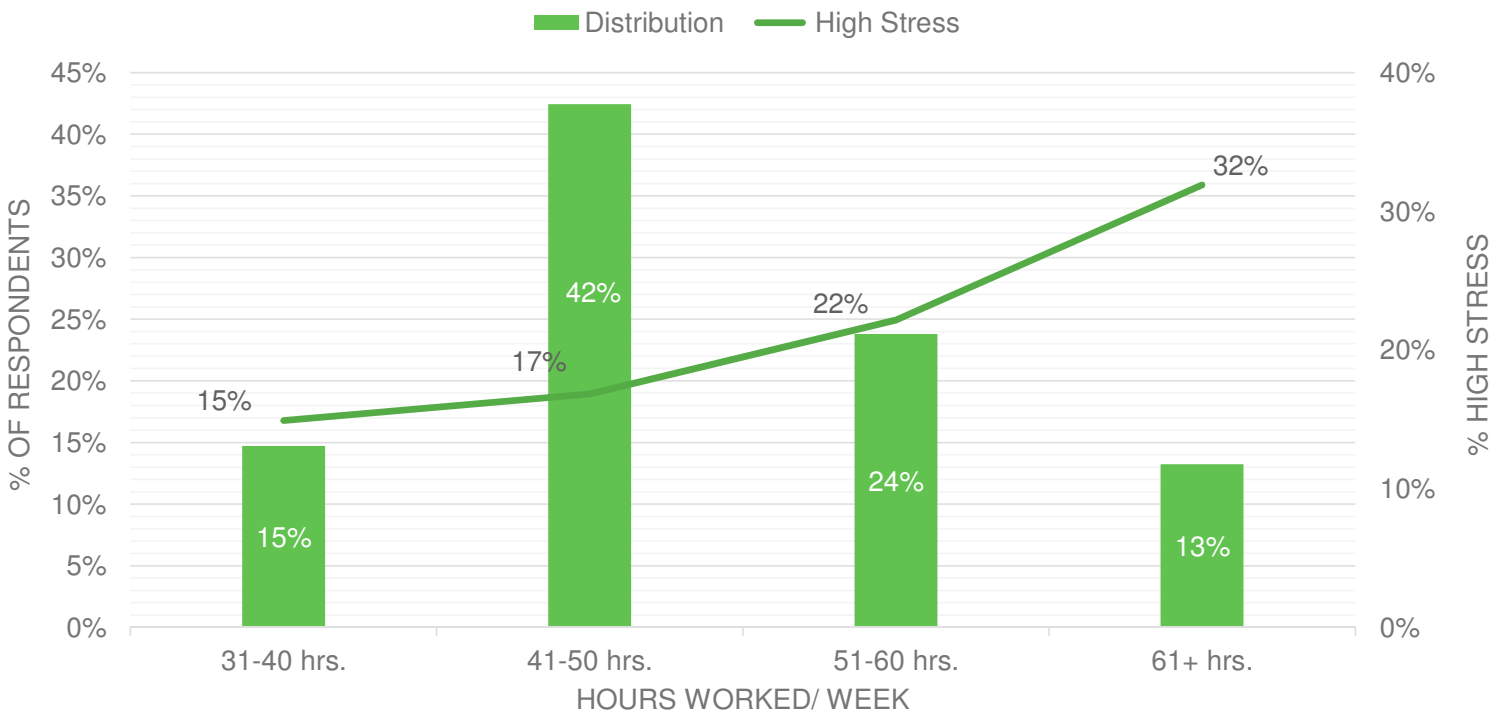
Employees Working For 61+ Hours/Week Are 89% More Likely To Have High Stress Compared To Others



Key Messages:

- This pre-COVID research reminds us that overworking will exasperate increased levels of stress caused from the pandemic.
- Boundaryless work days make it difficult to turn off.

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EMPLOYEE BURNOUT IS A WIDESPREAD PROBLEM

76%

OF FULL-TIME EMPLOYEES

experience feeling burned out on the job at least sometimes.

28% report feeling burned out at work “very often” or “always,”
while an additional 48% report feeling burned out “sometimes.”

Source: 2019 Gallup study

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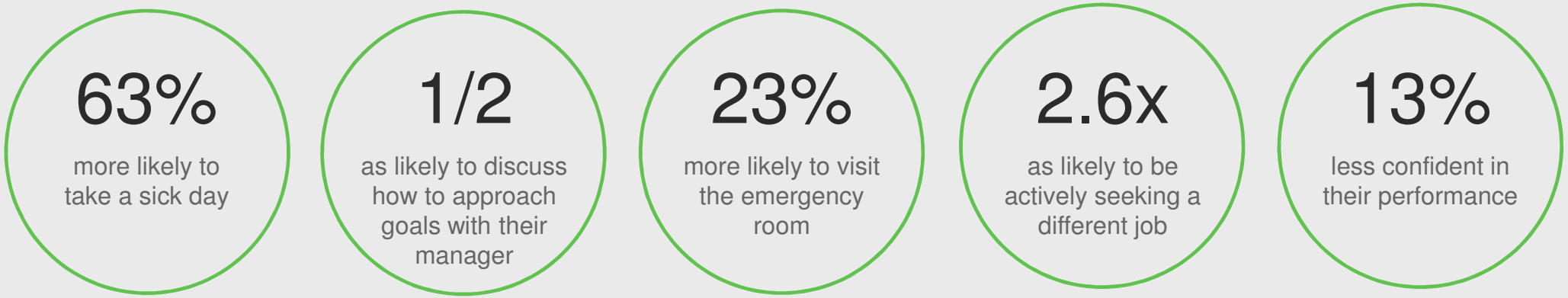
The Ripple Effect: Employee Burnout Undermines Health and Productivity

For organizations, employee burnout comes with a hefty price tag — it triggers a downward spiral in both individual and organizational performance. Not surprisingly, the effects of burnout don't stop when employees walk out the office door.

EMPLOYEES WHO SAY THEY "VERY OFTEN" OR "ALWAYS" EXPERIENCE BURNOUT AT WORK ARE:



Source: *Gallup's Perspective on Employee Burnout: Causes and Cures*; Gallup's burnout-related data in the report came from GallupPanel™ studies conducted in 2016, 2018 and 2019. See the report's appendix for details.

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Leaders are not showing up equally around the world

NEEDS OF FOLLOWERS	GLOBAL PERFORMANCE				
	UK	FR	GER	USA	
My employer has communicated a clear plan of action in response to COVID-19.	35%	36%	33%	37%	HOPE
I feel well prepared to do my job.	27%	34%	33%	54%	STABILITY
My immediate supervisor keeps me informed about what is going on at my company.	28%	33%	39%	47%	TRUST
My company cares about my overall well-being.	27%	30%	32%	44%	COMPASSION

Note: *Quartile and Percentile designation based on Gallup's 2020 COVID-19 Company Level Database (Organizations with 100 or more employees)

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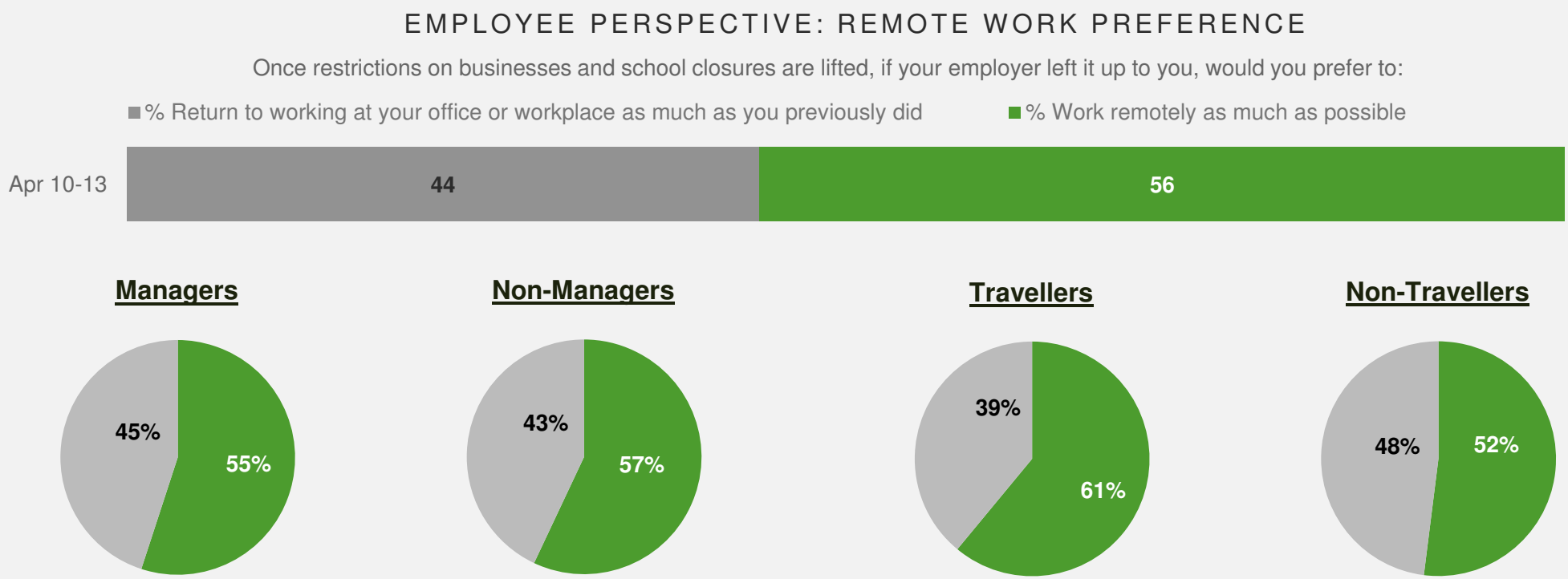
In the U.K.

n=1,048 employed adults in the UK, Age 18+, Online Panel, April 10-13th 2020



Gallup Panel, 2020

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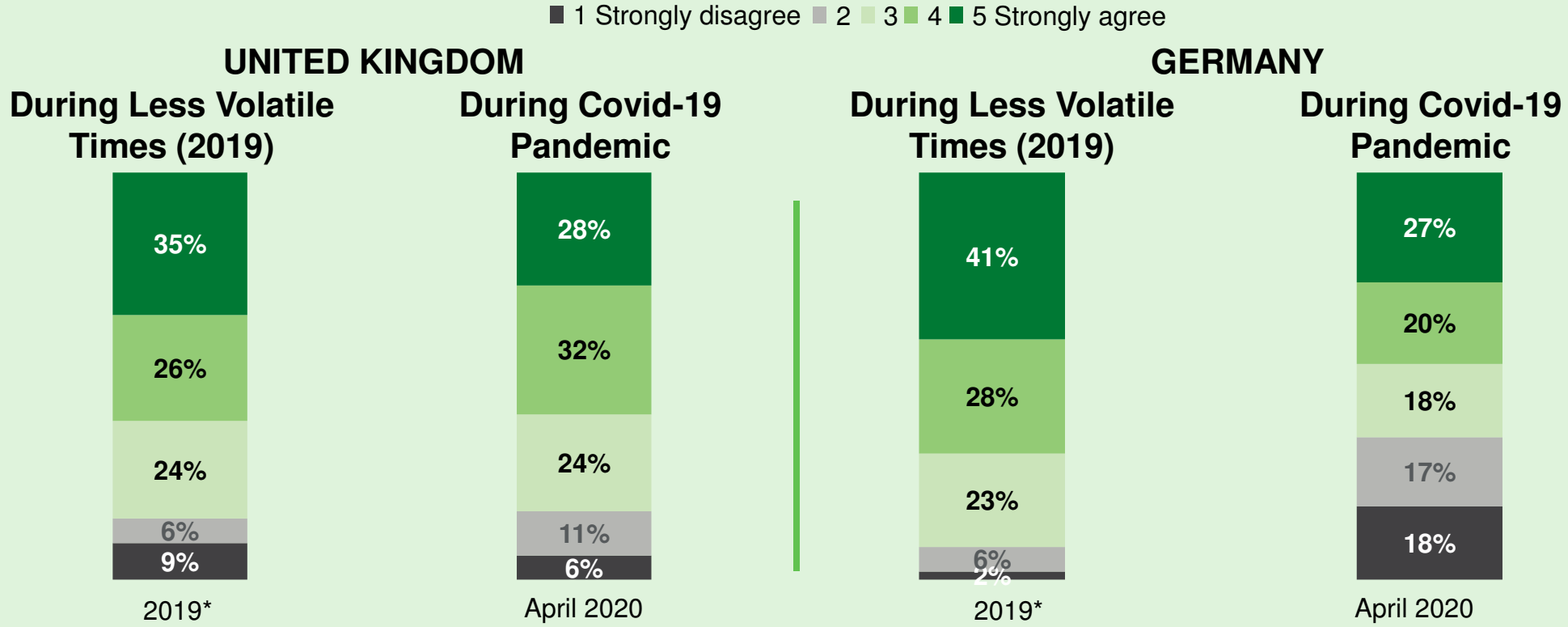
A Majority of People Across Different European Countries Do Not Feel that Leadership's Response to the Crisis Has Been Effective

n=1,048 employed adults in the UK and Germany, Age 18+, Online Panel, April 10-13th 2020



Item: I have confidence in the leadership of the company to successfully manage emerging challenges.

*Gallup Panel Future of Work Survey 2019, UK, n=1,000 employed adults, age 18+, February/March 2019, CATI.

*Gallup Engagement Index 2019, n=1,000 employed adults, age 18+, February/March 2019, CATI.

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LOOKING AHEAD

Perceived company agility has dropped during COVID-19

In my company, we have the right mindset to respond quickly to business needs.

In my company, we have the right tools and processes to respond quickly to business needs.

Right mindset

36%

2019

25%

April 2020

Right tools & processes

28%

2019

24%

April 2020

% Strongly Agree

2020 data set:
n=1,048 employed adults in the UK, age 18+, Online Panel, April 10-13th 2020.

2019 data set:
Gallup Real Future of Work Survey 2019, UK, n=1,000 employed adults, age 18+, February/March 2019, CATI.

Note: Due to rounding, percentages may sum to 100% +/-1%.

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Considerations for Developing Your Work-From-Home Strategy

Your Organization

1. Your business needs
2. Your (desired) organizational culture
3. The potential impact on your customers

The Role

1. Employees can perform their duties outside an on-site workplace.
2. Most of the role's tasks ar processes are inherently well-defined.
3. The role doesn't require highly interdependent work for success.

The Team

1. Dynamics of team member contributions
2. Team cohesion and engagement
3. Trust & collaboration

The Individual

1. Employee-perceived readiness and comfort
2. Life circumstances
3. Performance and ability to use strengths effectively

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