



Strategic
Leadership **WINGS**
Conference



WELCOME



CREATING AN ENGAGED WORKFORCE



THE WORLD OF WORK IS BROKEN

ENGAGEMENT

Globally, employee engagement is still below pre-pandemic levels (22% in 2019)

Gallup 2022 Global Workplace Study



STRESS

67% of global employees (78% in NA) said they experienced stress at work on a weekly basis

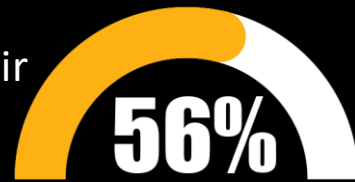
ADP Research Institute People at Work 2022



THRIVING

Only 56% of employees say their employers make it easy to live a healthy lifestyle

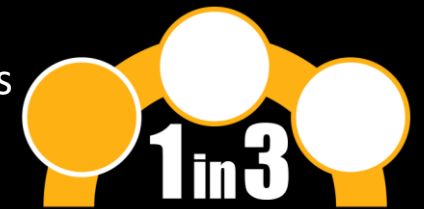
BI WORLDWIDE
New Rules of Engagement® research 2022



BURNOUT

More than one in three employees say they are burned out in 2022

BI WORLDWIDE
New Rules of Engagement® research 2022



GREAT RESIGNATION

71% of those surveyed said they have considered a major career change in last 12 months

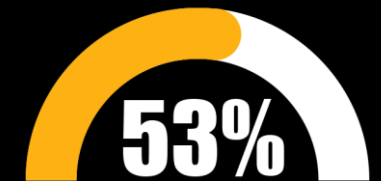
ADP Research Institute People at Work 2022



ENGAGEMENT

53% of global employees believe their work is suffering because of poor mental health

ADP Research Institute People at Work 2022

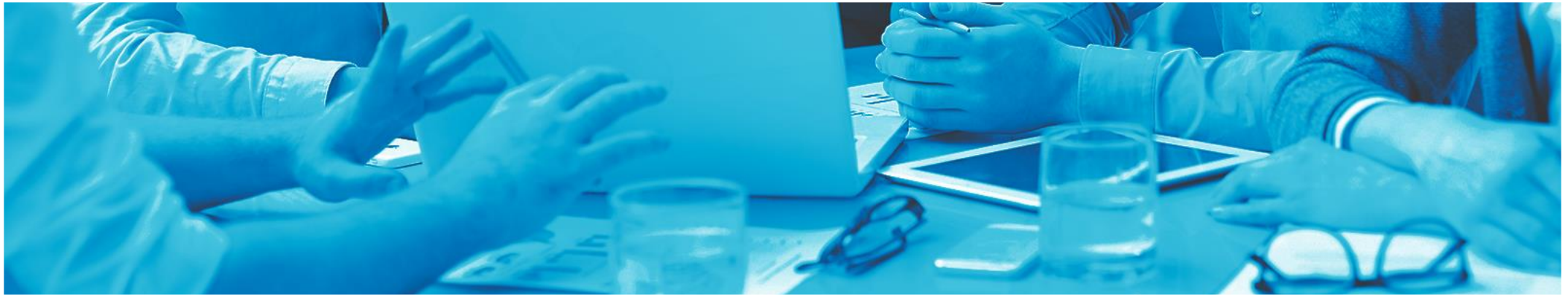


WHAT IS GOING ON IN THE WORLD OF WORK RIGHT NOW?

WHAT IS IN A # ANYWAY?

This is all about how people are experiencing life, right now.

1. 89%
2. 53%
3. 1.9
4. 74%
5. 61%
6. 75%
7. 1:7
8. 1:4



**This is absolutely
NOT THE GREAT RESIGNATION.**

**This is
NOT ABOUT QUIET QUITTING
OR A MASS EXODUS.**

**This IS about
HAVING A DIFFERENT
CONVERSATION.
A KIND OF RE-EVALUATING
AND REWRITING OF WHAT
THE FUNDAMENTAL RULES
OF WORK WILL BE.**

**THIS RE-EVALUATION
IS ABOUT TWO THINGS:**


**YOUR CULTURE
and WELLBEING**

**WE'LL CALL THIS
THE EMPLOYEE EXPERIENCE.**

THE MESSAGE HAS SHIFTED, FROM OUTWARD TO INWARD.

**PRE-PANDEMIC EMPLOYEES WERE
LOOKING FOR FOUR MAIN THINGS:**

1. Mission to accomplish
2. A climate to embrace
3. A place to grow
4. Good co-workers

A hand is shown placing a wooden block on a row of other wooden blocks. The background features a large white number '5' on a dark blue background. The text 'THE FIVE NEW CURRENCIES IN WORK' is overlaid in bold yellow letters.

THE FIVE NEW CURRENCIES IN WORK

NEW CURRENCIES OF WORK



1. Stability
2. Flexibility
3. Integration
4. Purpose
5. Belonging

WORK DETERMINANTS OF HEALTH

‘the organizationally attributable, employment-related conditions that influence individual and group differences in health risk and health status’ (Shuck et al., 2022)

Shuck, B., Hart, J., Walker, K., & Keith, R. (2021)

Work determinants of health: New directions for research and practice in human resource development. Human Resource Development Quarterly. doi: 10.1002/hrdq.21468

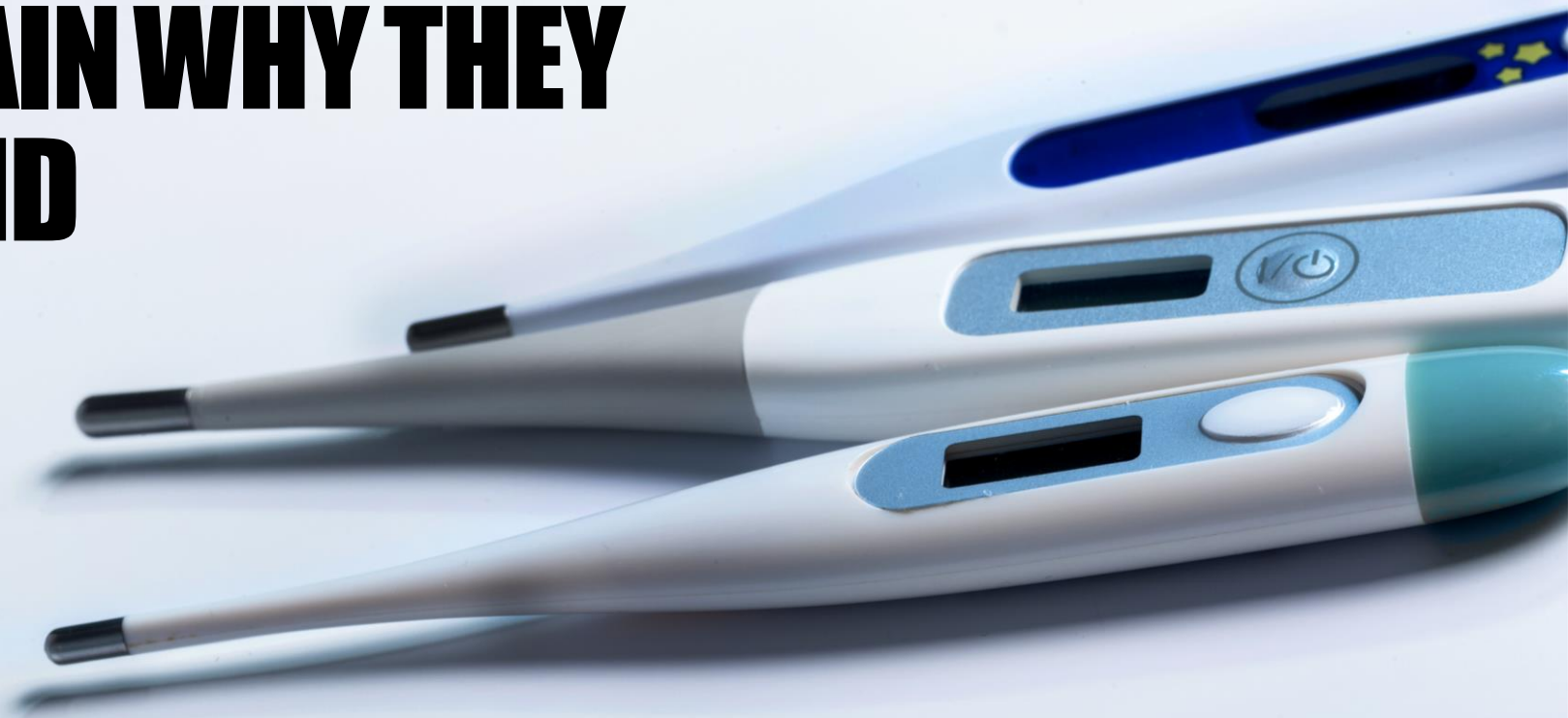
5% - 8%  

**long hours, job insecurity,
overwork, disconnection,
lack of balance contribute
to 120,000 deaths per year.**

**DYSFUNCTIONAL AND TOXIC
WORKPLACES MAY BE
SLOWLY KILLING PEOPLE.**

Shuck, B., Alagaraja, M., Rose, K., Owen, J., #Osam, K., & Bergman, M. (2017)
The health-related upside of employee engagement: Exploratory evidence and implications for theory and practice.
Performance Improvement Quarterly, 30, 165-178. doi: 10.1002/piq.21246

WE WONDERED, COULD WE ISOLATE SOCIAL AND EMOTIONAL EXPERIENCES OF WORK THAT EITHER HELPED EMPLOYEES FLOURISH, OR WOULD EXPLAIN WHY THEY KEPT GETTING AND STAYING SICK.



Shuck, B., Hart, J., Walker, K., & Keith, R. (2021)

Work determinants of health: New directions for research and practice in human resource development.

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WORK DETERMINANTS ARE IMPORTANT REGULATORS OF BIOMARKERS THAT INFLUENCE:

- **Heart disease**
- **Mental health**
- **Diabetes**
- **Obesity**



EMPLOYEES IN MORE POSITIVE CULTURES REPORTED HIGHER LEVELS OF HEALTHY BEHAVIORS



- **Sleeping patterns**
- **Eating healthy**
- **Wellbeing**
- **Drinking**

Shuck, B., Alagaraja, M., Rose, K., Owen, J., #Osam, K., & Bergman, M. (2017) The health-related upside of employee engagement: Exploratory evidence and implications for theory and practice. *Performance Improvement Quarterly*, 30, 165-178. doi: 10.1002/piq.21246

**OVER THE NEXT 10 YEARS,
THE INTERCONNECTEDNESS
OF HOURLY EMPLOYEES
WORK EXPERIENCE AND
THEIR WELLBEING WILL BE
THE GOLD STANDARD.**



FORECAST THROUGH 2024



DATA FOR THE PEOPLE IN REAL TIME.

People analytics-based insights that blend and react, will drive business impact.



ACCESSIBILITY WILL BE THE NEW FOCUS

Focusing on remote or hybrid is the wrong question.
ARE YOU ACCESSIBLE?
That is what will matter.



THE LEADER IS CHANGING

Leaders will need to be a coach, mentor, support and beyond. The next level of training for this has not been developed yet.



CULTURE. CULTURE. CULTURE.

Going forward, culture will be table stakes. You will need the data to understand it, drive it and make real time decisions. Culture will be the differentiator.



QUESTIONS YOU CAN USE:

**WHAT ARE WAYS WE CAN FOSTER A
GREATER SENSE OF BELONGING ON YOUR TEAMS?**

**WHAT ARE WAYS WE CAN FOSTER A
GREATER SENSE OF PURPOSE ON OUR TEAMS?**

**WHEN YOU THINK ABOUT YOUR CULTURE,
WHAT WORDS OR STORIES COME TO MIND FOR YOU?**

**HOW DO YOU KNOW THAT YOUR WORK IS
MEANINGFUL IN YOUR DEPARTMENTS?**

WHAT DO YOU SAY?

What are you hearing, where are your employees most vulnerable..





INCIPIO®

WORKFORCE SOLUTIONS