

State of the Global Workplace 2023 Report

THE VOICE OF THE WORLD'S EMPLOYEES

State of the Global Workplace: 2023 Report

United States and Canada



Source: <https://www.gallup.com/workplace/349484/state-of-the-global-workplace.aspx>

Daily Negative Emotions

Emotions experienced during a lot of the previous day

STRESS

52% +2

ANGER

18% 0

Job Market

JOB CLIMATE

Good time to find a job

71% 0

INTENT TO LEAVE

Watching for or actively seeking new job

47%

Employee Engagement

THRIVING AT WORK

Engaged

31% -2

QUIET QUITTING

Not engaged

52% +1

LOUD QUITTING

Actively disengaged

17% +2

"The problem is, only 4 in 10 U.S. employees strongly agree that they get to do what they do best every day at work. This represents something greater than a search for the correct career -- it begs the question, "Do I get to use my strengths at work and do what I do best every single day?"

From Burnout to Balance: Leveraging Strengths for Workplace Well-Being

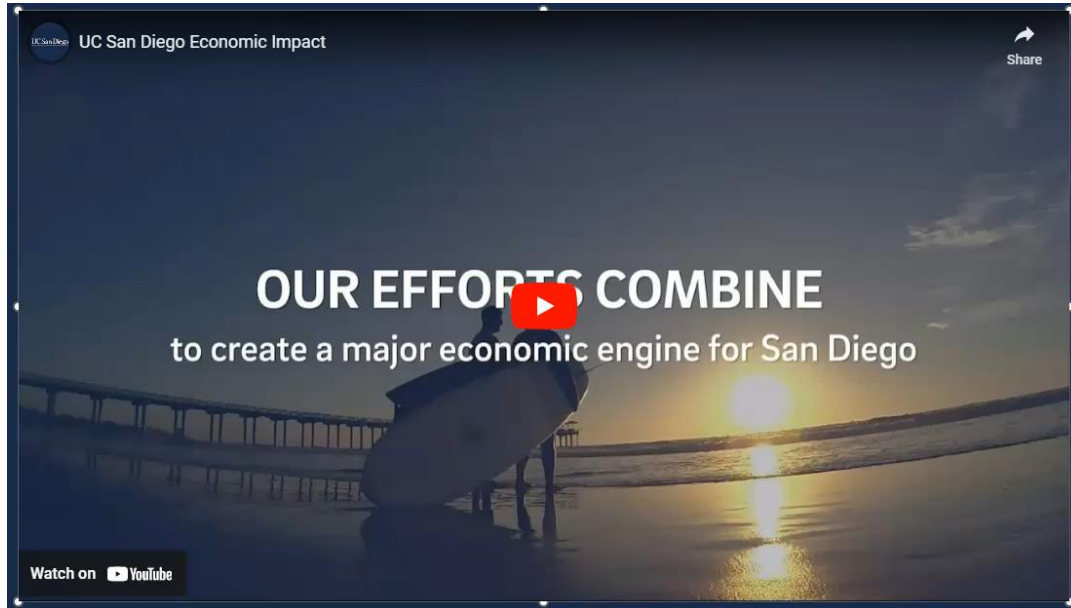
NCCI // Thursday July 25, 2024 @ 11:00am – 11:45am Celebrity G

Angela Song, Ph.D. and Kris Hergert, MBA

UC San Diego HR // Strategic Consulting, Assessments, & Analytics



UC San Diego...a Bit About Us



- Scripps Institution of Oceanography founded in 1903, origin of UCSD
- Geisel Library named after Dr. Seuss
- 200,000+ Eucalyptus trees
- 130,830 first-year applications, and 2nd highest in the US after UCLA
- 42% of first year students are first generation college students in 2022
- #3 in the UCs with 42,006 enrolled (#1:UCB 45,307 // #2: UCLA 46,430)
- 7 National Championship in Surfing
- Average La Jolla, CA home: \$2.3M

Learning Outcomes

- **Understand the key research findings of Dr. Maslach on burnout** factors including the main drivers contributing to burnout and significance of anticipating/recognizing burnout
- Crowdsource your audience-collected data to **explore your how burnout materializes and your burnout coping strategies**
- **Review your shared burnout themes for effectiveness** and application both individually and in teams
- Analyze the **relationship between burnout factors and Clifton Strengths**, specifically how an individual's thirty-four strengths influence their instinctual and recommended coping mechanisms
- **Discover how each person's unique coping approach** to burnout presents a challenge for leaders supporting their teams and develop innovative, practical action plans for addressing burnout on teams
- **Understand the tools, methodologies, and best practices to measure burnout** and gain administrative buy-in to track and improve burnout with to-go strategies you can bring back to your team

Maslach Burnout Inventory (MBI)

The Science of Coping and Burnout // What resonates with you?

Emotional Exhaustion	Feelings of energy depletion or exhaustion
Personal Accomplishment	Reduced professional efficacy
Depersonalization	Increased mental distance from one's job, or feelings of negativism or cynicism related to one's job



Questions	Never	Rarely	Sometimes	Frequently	Always
I. Emotional Exhaustion					
I feel emotionally drained from my work	0	1	2	3	4
I feel used up at the end of the workday	0	1	2	3	4
I feel fatigued when I get up in the morning and have to face another day on the job	0	1	2	3	4
Working with people all day is really a strain for me	0	1	2	3	4
I feel burned out from my work	0	1	2	3	4
I feel frustrated by my job	0	1	2	3	4
I feel I'm working too hard on my job	0	1	2	3	4
Working with people directly puts too much stress on me	0	1	2	3	4
I feel like I'm at the end of my rope	0	1	2	3	4
II. Personal Accomplishment					
I can easily understand how my recipients feel about things	0	1	2	3	4
I deal very effectively with the problems of my recipients	0	1	2	3	4
I feel I'm positively influencing other people's lives through my work	0	1	2	3	4
I feel very energetic	0	1	2	3	4
I can easily create a relaxed atmosphere with my recipients	0	1	2	3	4
I feel exhilarated after working closely with my recipients	0	1	2	3	4
I have accomplished many worthwhile things in this job	0	1	2	3	4
In my work, I deal with emotional problems very calmly	0	1	2	3	4
III. Depersonalization					
I feel I treat some recipients as if they were impersonal 'objects'	0	1	2	3	4
I've become more callous toward people since I took this job	0	1	2	3	4
I worry that this job is hardening me emotionally	0	1	2	3	4
I don't really care what happens to some recipients	0	1	2	3	4
I feel recipients blame me for some of their problems	0	1	2	3	4



Christina Maslach is a professor of psychology and a core researcher at the Healthy Workplaces Center at the University of California, Berkeley. She is the pioneer of research on job burnout, producing the standard assessment tool (the Maslach Burnout Inventory, MBI), articles, and books—most recently *The Burnout Challenge* in 2022. She has been honored with multiple awards, including one from the National Academy of Sciences in 2020.



Source: <https://hbr.org/2021/03/how-to-measure-burnout-accurately-and-ethically>



Clifton Strengths Research Data

GALLUP

Prevent and Overcome Burnout: A STRENGTHS-BASED GUIDE

Everyone is at risk of burnout — from your most engaged employees to the ones simply watching the clock tick by. Here's a guide to help you, your teams and your organization fight and minimize burnout.



Guide:

Gallup Research
Burnout

In early 2022, we asked over 3,000 employees what they do to help themselves feel more productive when they are overwhelmed or frustrated by their job. The coping strategies they were asked about ranged from reframing how they think about their stressors and engaging in nonwork activities to seeking support from others.

Unsurprisingly, people opted for a range of coping strategies, with the most common being very consistent with their **dominant strengths**. However, the most common coping strategies were not always the most effective ones, and some employees seemed to prefer strategies that were not the most effective for them.

So, what were some of these strategies? And how effective were they?

- People were asked to select from a variety of coping methods
- People were asked to illustrate a % change in burnout symptoms/feelings based on each coping method

Added Source: <https://www.gallup.com/cliftonstrengths/en/472067/fighting-burnout-strengths.aspx>



Coping Defining Exercise A//R*

When you're feeling overwhelmed, which of these things do you do?

A) I almost ALWAYS do this

R) I RARELY ever do this

1. I spend more time with family and friends outside of work
2. I start getting back to work as quickly as possible
3. I think about how my work affects others
4. I take more breaks during the workday to relax
5. I exercise or engage in physical activity
6. I think about how my work contributes to my future goals
7. I think about how others I work with might feel about the same situations
8. I stop and take my time to think through my situation

*In 2022, Gallup polled 3,000 staff for A//B answers



Gallup Data

GALLUP

Prevent and Overcome Burnout:

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Everyone is at risk of burnout — from your most engaged employees to the ones simply watching the clock tick by. Here's a guide to help you, your teams and your organization fight and minimize burnout.

- How 3,000+ answered the 8 questions based on their natural instincts
- Bold % shows the highest % by row

Burnout Coping Strategy Preferences

		Lead With Executing Themes	Lead With Influencing Themes	Lead With Relationship Building Themes	Lead With Strategic Thinking Themes
2	Start getting back to work as quickly as possible	71%	62%	56%	55%
5	Exercise or engage in physical activity	66%	65%	59%	61%
1	Spend more time with family or friends outside of work	50%	55%	50%	46%
6	Think about how their work contributes to their future goals	65%	73%	63%	68%
7	Think about how others they work with would feel about the same situations	59%	60%	61%	52%
3	Think about how their work affects others	68%	70%	71%	67%
8	Stop and take time to think through their situation	72%	74%	74%	80%
4	Take more breaks during the workday to relax	51%	58%	52%	62%

[Get the data](#) • [Download image](#)

GALLUP

Executing // Instinctual

- When workers with dominant Executing themes feel overwhelmed or frustrated, they are more likely to **take actions that give them a sense of accomplishment**
- They tend to **get back to work as quickly as possible** or find other ways to motivate themselves to avoid delays and keep going

Instinctual Coping Strategies

	% change
2. I start getting back to work as quickly as possible.	-15%
5. I exercise or engage in physical activity.	-20%

 Did you select #2 or #5 as A=Always?



Executing // Recommended

- People with dominant Executing themes turn toward instinctual strategies that give them a sense of getting things done, but...
- They may **reduce their overwhelmed symptoms more if they pause to reframe** how they think about their situation
- They may benefit from **stopping to take time to think** through their situation and trying to **find what is positive about their current work situation**

Recommended Coping Strategies

	% change
#. I try to find what is positive about my current work situation.	-46%
8. I stop and take my time to think through my situation.	-48%



Did you select #8 as A=Always? Did the “finding what is positive” themed emerge?



Executing Domain Summary

People strong in this domain know how to turn ideas into reality and work tirelessly to get things done.

Instinctual Burnout Coping Strategies

	% change burnout
2. I start getting back to work as quickly as possible.	-15%
5. I exercise or engage in physical activity.	-20%

Recommended Burnout Coping Strategies

	% change burnout
#. I try to find what is positive about my current work situation.	-46%
8. I stop and take my time to think through my situation.	-48%



Influencing // Instinctual

- Workers with dominant Influencing themes who experience being overwhelmed turn to coping strategies that **allow them to make an impact on others or on the future**
- They are more likely than others to **spend more time with family and friends outside of work** or to **think about how their work contributes to their future goals.**

Instinctual Coping Strategies

	% change
6. I think about how my work contributes to my future goals.	-28%
1. I spend more time with family and friends outside of work.	-34%

 Did you select #6 or #1 as A=Always?



Influencing // Recommended

- People with dominant Influencing themes naturally turn toward coping strategies that **give them a sense of having an impact on others**, but...
- They experience even greater reductions feeling overwhelmed from **exercising or engaging in physical activity** or from **considering how they have approached similar situations before**

Recommended Coping Strategies

	% change
#. I think about how I approached similar situations before.	-41%
5. I exercise or engage in physical activity.	-48%



Did you select #5 as A=Always? Did the “approached similar situations” theme emerge?



Influencing Domain Summary

People strong in this domain can take charge, speak up, and make sure the group is heard.

Instinctual Burnout Coping Strategies

	% change burnout
6. I think about how my work contributes to my future goals.	-28%
1. I spend more time with family and friends outside of work.	-34%

Recommended Burnout Coping Strategies

	% change burnout
#. I think about how I approached similar situations before.	-41%
5. I exercise or engage in physical activity.	-48%



Relationship Building // Instinctual

- Workers with dominant Relationship Building themes tend to **reframe their work stress from the perspective of others**
- They are more likely to **consider how others they work with would feel about the same situation**, to **think about how their work affects others** or to seek help from others.

Instinctual Coping Strategies

	% change
3. I think about how my work affects others.	-13%
7. I think about how others I work with might feel about the same situations.	-35%

 Did you select #3 or #7 as A=Always?



Relationship Building // Recommended

- People with dominant Relationship Building themes **naturally think of others around them**, but...
- Those who think about how others they work with would feel in the same situations actually experience higher levels of being overwhelmed than those who do not
- These workers may overlook opportunities to look inward — they achieve larger reductions in feeling overwhelmed from **thinking about how they have approached similar situations before** or from **engaging in relaxation or mindfulness exercises**

Recommended Coping Strategies

	% change
#. I use relaxation or mindfulness exercises such as meditation, prayer or yoga.	-33%
#. I think about how I approached similar situations before.	-43%



Did the “use relaxation or mindfulness” or “approached similar situations” themes emerge?



Relationship Building Domain Summary

People strong in this domain have the unique ability to help the group become greater than the sum of its parts.

Instinctual Burnout Coping Strategies

	% change burnout
3. I think about how my work affects others.	-13%
7. I think about how others I work with might feel about the same situations.	-35%

Recommended Burnout Coping Strategies

	% change burnout
#. I use relaxation or mindfulness exercises such as meditation, prayer or yoga.	-33%
#. I think about how I approached similar situations before.	-43%



Strategic Thinking // Instinctual

- Workers with dominant Strategic Thinking themes tend to **allow themselves the space to think through their frustration** when they are overwhelmed
- They are more likely than others to **stop and take time to think through their situation** or take more breaks during the workday to relax.

Instinctual Coping Strategies

	% change
8. I stop and take my time to think through my situation.	-16%
4. I take more breaks during the workday to relax.	-21%

 Did you select #8 or #4 as A=Always?



Strategic Thinking // Recommended

- People with dominant Strategic Thinking themes naturally **give themselves space to think** when they are overwhelmed, but...
- They benefit even more from either **reframing their thoughts** or stepping away from work
- They experience the highest reductions being overwhelmed from reframing their situation as a challenge to find a way to succeed.

Recommended Burnout Coping Strategies

	% change burnout
1. I spend more time with family and friends outside of work.	-34%
#. I think about my current situation as a challenge to find a way to succeed.	-42%



Did you select #1 as A=Always? Did the “challenge to find a way” theme emerge?



Strategic Thinking Domain Summary

People strong in this domain keep the team focused on what could be and help stretch the team's thinking for the future.

Instinctual Burnout Coping Strategies

	% change burnout
8. I stop and take my time to think through my situation.	-16%
4. I take more breaks during the workday to relax.	-21%

Recommended Burnout Coping Strategies

	% change burnout
1. I spend more time with family and friends outside of work.	-34%
#. I think about my current situation as a challenge to find a way to succeed.	-42%

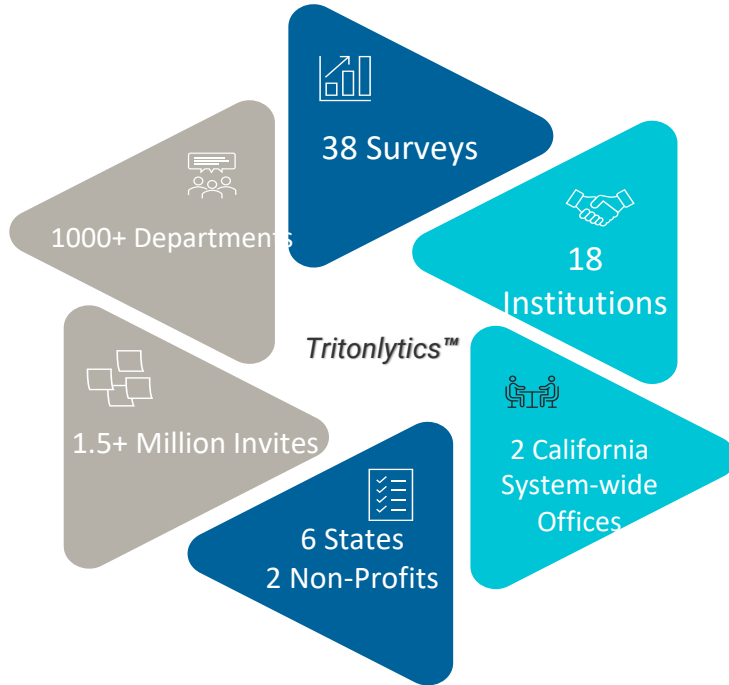


Our Key Takeaways

- We are not “1-Domaintional,” rather layered humans in life’s situations
- As we know, Clifton Strengths is based on leveraging your Top 5-10 strengths – each Domain has natural ways to address burnout
- Though like a muscle after too many reps, it fatigues from overuse; it is these times when you need to be cautious of your instinctive coping strategies as they may not be the best (as we have shared) and you need to remember the other strategies (and maybe your other 24 strengths) to help lessen burnout
- As an individual, it is important to reflect on your situation, stepping back – remembering your instinctual coping strategies and the less natural strategies are all within your reach to make the optimal choice
- As a people leader, it is important to recall how your team’s strengths influence their coping as well as the entire menu of strategies to best support your team



UC San Diego's Survey Program



Tritonlytics™ Cohort

UNIVERSITY OF CALIFORNIA
Agriculture and Natural Resources

CAL POLY

CSU The California State University

UC DAVIS
UNIVERSITY OF CALIFORNIA

UNIVERSITY of MARYLAND
BALTIMORE

SACRAMENTO
STATE

UCI University of California, Irvine

San Diego
Humane SOCIETY
INSPIRE COMPASSION

W
UNIVERSITY of
WASHINGTON

CAL STATE
LA

UNIVERSITY OF CALIFORNIA
Office of the President

UC RIVERSIDE

San Diego
Blood Bank

California State University
SAN MARCOS

UC SANTA BARBARA

UC San Diego

LOGAN UNIVERSITY
LEADERS Made

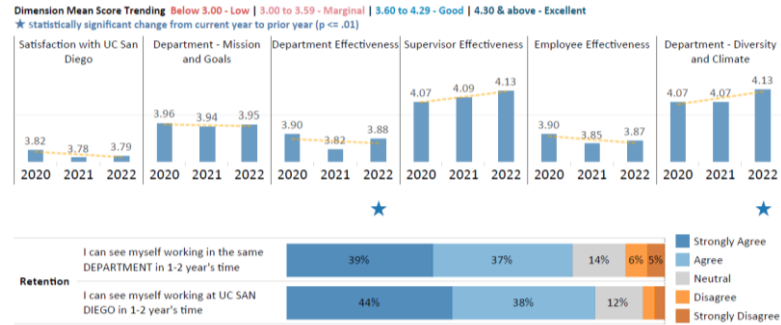
CALIFORNIA STATE UNIVERSITY
FULLERTON



Staff@Work

Launched in 2003, we created the 57-question Staff @ Work (S@W) Survey to collect yearly data to help staff and people leaders assess staff culture and climate around 6 dimensions + Retention.

- Satisfaction with UC San Diego
- Department Mission and Goals
- Department Effectiveness
- Supervisor Effectiveness
- Employee Effectiveness
- Department Diversity and Climate
- Retention



Employee Net Promoter Score (eNPS)

"Overall, I am a satisfied employee..." by "How likely is it that you would recommend working..."

63 eNPS*
(69.0% - 5.5%)

Below 40 - Low
40 to 59 - Marginal
60 to 79 - Good
80 & above - Excellent

		Likelihood to Recommend										Total	
		0	1	2	3	4	5	6	7	8	9		10
Satisfied Employee	5		1	2	1	1	9	8	20	95	186	865	1,188
	4	2	4	10	6	11	99	168	434	939	607	539	2,819
	3	8	10	18	36	50	171	132	170	122	30	48	795
	2	18	11	47	59	57	79	45	38	27	3	8	392
	1	42	17	21	16	8	17	10	6	1	4	5	147
Total		70	43	98	118	127	375	363	668	1,184	830	1,465	5,341

***How eNPS works:**

Satisfied Promoters score 4-5 on the "Satisfied" item and 7-10 on the "Recommend" item. Dissatisfied Non-Promoters score 1-2 on the "Satisfied" item and 0-4 on the "Recommend" item. Subtract the percentage of Dissatisfied Non-Promoters from the percentage of Satisfied Promoters to calculate eNPS. Passives score 3 on the "Satisfied" item and 5-6 on the "Recommend" item.

eNPS Trend
2020 2021 2022
70 62 63

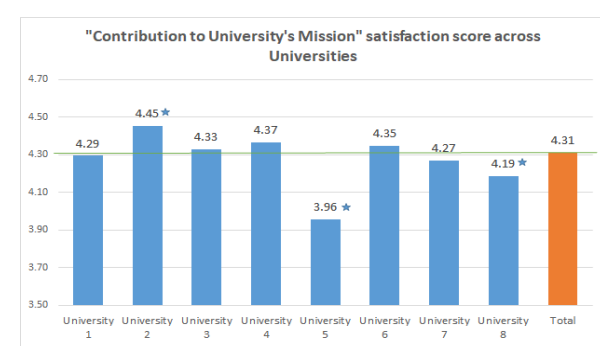
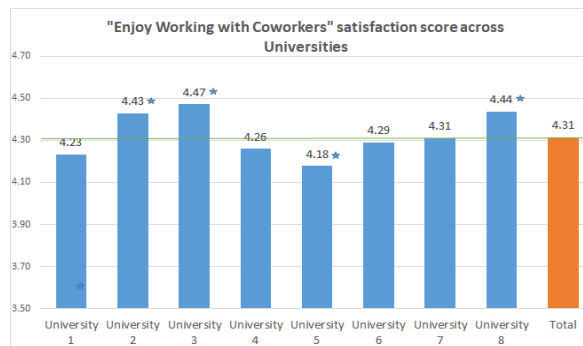
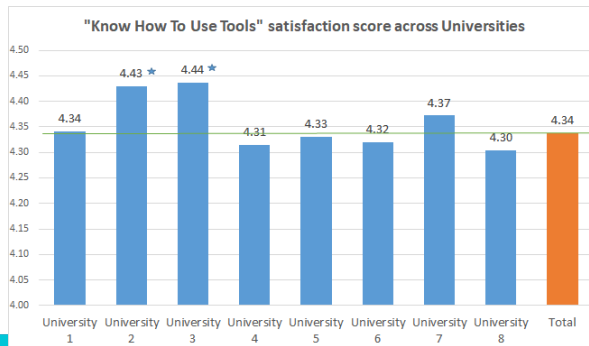
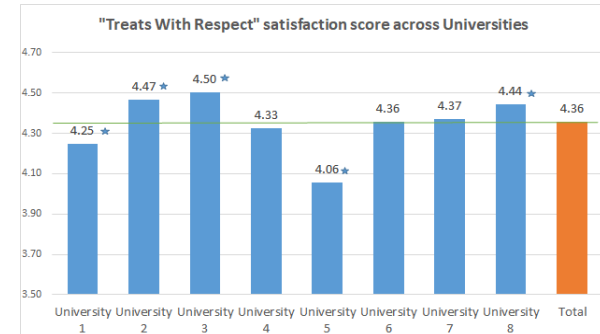
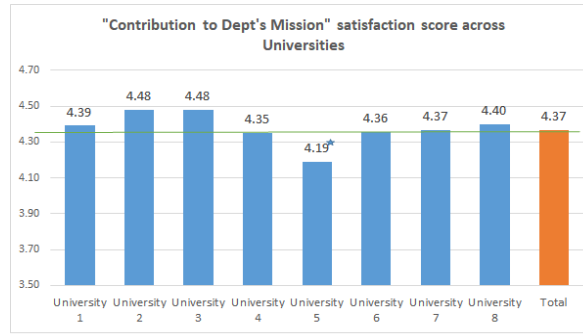
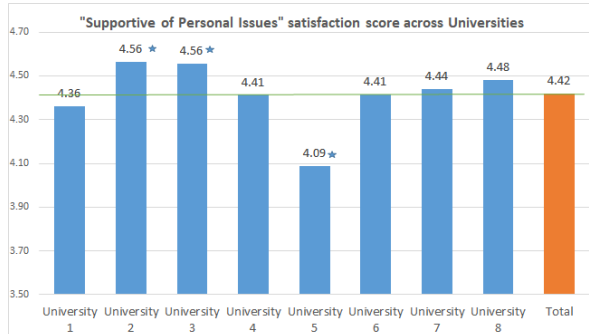
2 Survey and analytics powered by Tritonlytics™ Organizational Assessments and Strategy, UC San Diego

»»» In beta develop and validation testing, the S@W 20



Benchmarking Across Universities

Satisfaction scores with high-scored attributes across universities. The differences among all universities are statistically significant ($p < .001$).



Make it Your Own

- You now have better awareness to range of effective coping strategies
- Understand which burnout coping strategies tend to be effective and which do not
- Share these strategies to help others hold you accountable

Help Your Team Address Burnout

- How will you mentor/coach a work colleague that is feeling overwhelmed?
- What can you share with you team?
- What can you share with your People Leader?



Next, let's review ways to take action to monitor, mitigate, and measure burnout



Takeaways...

- Thank you for your energy, sharing, and engagement
- Keep today's moment rolling...share with your team
- Plan your action
- Join our Pilot?
- Farewell...for now!



Let's keep in contact...and how we can help!

Angela Song // aysong@ucsd.edu
Kris Hergert // khergert@ucsd.edu

