

# IT'S ALWAYS DAY ONE

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# **Ten Core Insights from Gallup**

# STATE OF THE AMERICAN WORKPLACE

EMPLOYEE ENGAGEMENT INSIGHTS  
FOR U.S. BUSINESS LEADERS

GALLUP

“The single biggest decision you make in your job – bigger than all the rest – is who you name manager. When you name the wrong person manager, nothing fixes that bad decision. Not compensation, not benefits – nothing.”

*Jim Clifton, CEO, Gallup*

# 1.

30% of people are engaged and inspired at work. 50% of people are not engaged – they're present but not inspired. 20% are actively disengaged.

## 2.

Those businesses scoring in the top half on employee engagement nearly doubled their odds of success compared with those in the bottom half.

# 3.

Only 41% of employees felt that they know what their company stands for and what makes its brand different from its competitors' brands.



# 4.

Satisfied or happy employees are not necessarily engaged employees. Engaged employees have well-defined roles in the organization, make strong contributions, are actively connected to their larger team/organization, and are continuously progressing.



# 5.

Workers are typically more engaged in their first six months (52%) on the job than they will be at any other stage in their employment with that company.

# 6.

For millennials, Gen X and Boomers, Gallup's research shows that focusing on “opportunity to do best” and “mission and purpose” are the strongest factors for retaining employees.

# 7.

Gallup has found that building employees' strengths is a far more effective approach than trying to improve weaknesses. However, even those managers who focused on employees' weaknesses cut their active disengagement in half. Those who focused on their employees' strengths doubled their engagement scores.

8.

Teams that focus on their strengths every day have 12.5% greater productivity.

# 9.

There is a direct correlation between employees' engagement levels and their physical health. Employees who are thriving in overall wellbeing have 41% lower health-related costs compared with employees who are struggling and 62% lower costs compared to those who are suffering.

# 10.

When organizations successfully engage their customers and their employees, they experience a 240% boost in performance-related business outcomes compared with an organization with neither engaged employees nor engaged customers.

# ENVIRONICS

## CANADA & U.S.A.

### SOCIAL VALUES MONITOR

### 2012



- Conducted every four years in the United States and Canada since 1992.
- Based on a sample of 1500 respondents aged 15+.
- Environics' flagship syndicated research study.
- Self-complete methodology fielded in November 2012.



AUTHORITY

Status &  
Security

**Status & Security:**  
Obedience to Traditional Structures  
and Norms



Authenticity &  
Responsibility

**Authenticity & Responsibility:**  
Well-being, Harmony and Responsibility



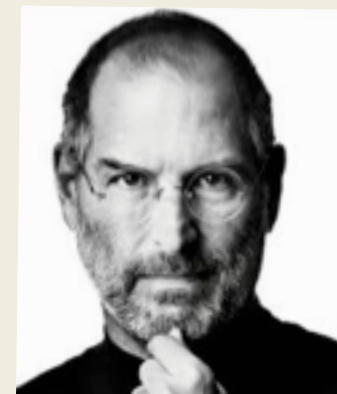
SURVIVAL

**Exclusion & Intensity:**  
Seeking Stimulus and Attention



Exclusion  
& Intensity

**Idealism & Autonomy:**  
Exploration and Flexibility



Idealism &  
Autonomy

FULFILLMENT

INDIVIDUALITY



**Status & Security:**  
Obedience to Traditional  
Structures and Norms

**Authenticity & Responsibility:**  
Well-being, Harmony and  
Responsibility

22%

29%

SURVIVAL

Situationally Reactive

Personally Proactive

**Exclusion & Intensity:**  
Seeking Stimulus and Attention

**Idealism & Autonomy:**  
Exploration and Flexibility

23%

26%

Transpersonally  
Interactive

FULFILLMENT

# STAR POWER

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**How To Be Unstoppable**  
In The Face Of Chaos, Challenge & Change





# PERSONAL CHALLENGE

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Continually setting oneself difficult goals in order to grow; blend of optimism and appetite that keeps one happy and hungry in equal measure; belief that everything leads to ultimate success.





A close-up photograph of a baby with light brown hair and blue eyes, looking directly at the camera with a serious, determined expression. The baby is wearing a white shirt with a green collar and green sleeves. The baby's right hand is raised, holding a small, light-colored object. The background is a blurred outdoor setting, possibly a beach or park.

## Small successes line the road to big wins:

“Look for the small victories and build on them. We ask ourselves: if it works for one customer, how do we scale it? We’ve found there’s huge profitability in small victories. Little successes can have a big impact.”

Beth Comstock  
Chief Marketing Officer, GE





# ADAPTIVE NAVIGATION

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**The capacity to adapt oneself to life's uncertainties and change; the desire to explore complexity as a learning experience and source of opportunity; the ability to go fast and slow.**





# EMOTIONAL CONTROL

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**Ability to choose one's emotions constructively in the face of chaos, crisis or uncertainty; capacity to control one's feelings through logic and reasoning in extreme circumstance; achieved through mindful practice and self-evaluation.**





“When the fire goes out, the predators come in.”







# COMMITMENT TO HEALTH

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**Focus on diet, exercise and self-transformation to create a healthy life; prioritizing one's total wellbeing over everything else; appreciation of the ecosystem that we all form with each other.**





MARATHON,

08:11:06,

10/16/11

Fauja Singh, 100, Toronto marathon, 08:11:06,  
10/16/11





# UNCOMMON PURPOSE

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Search for a higher purpose that gives meaning to one's day-to-day activities; superior ability to cope with adversity through empowering interpretation; commitment to service.







**COURAGEOUS PEOPLE FORGIVE**



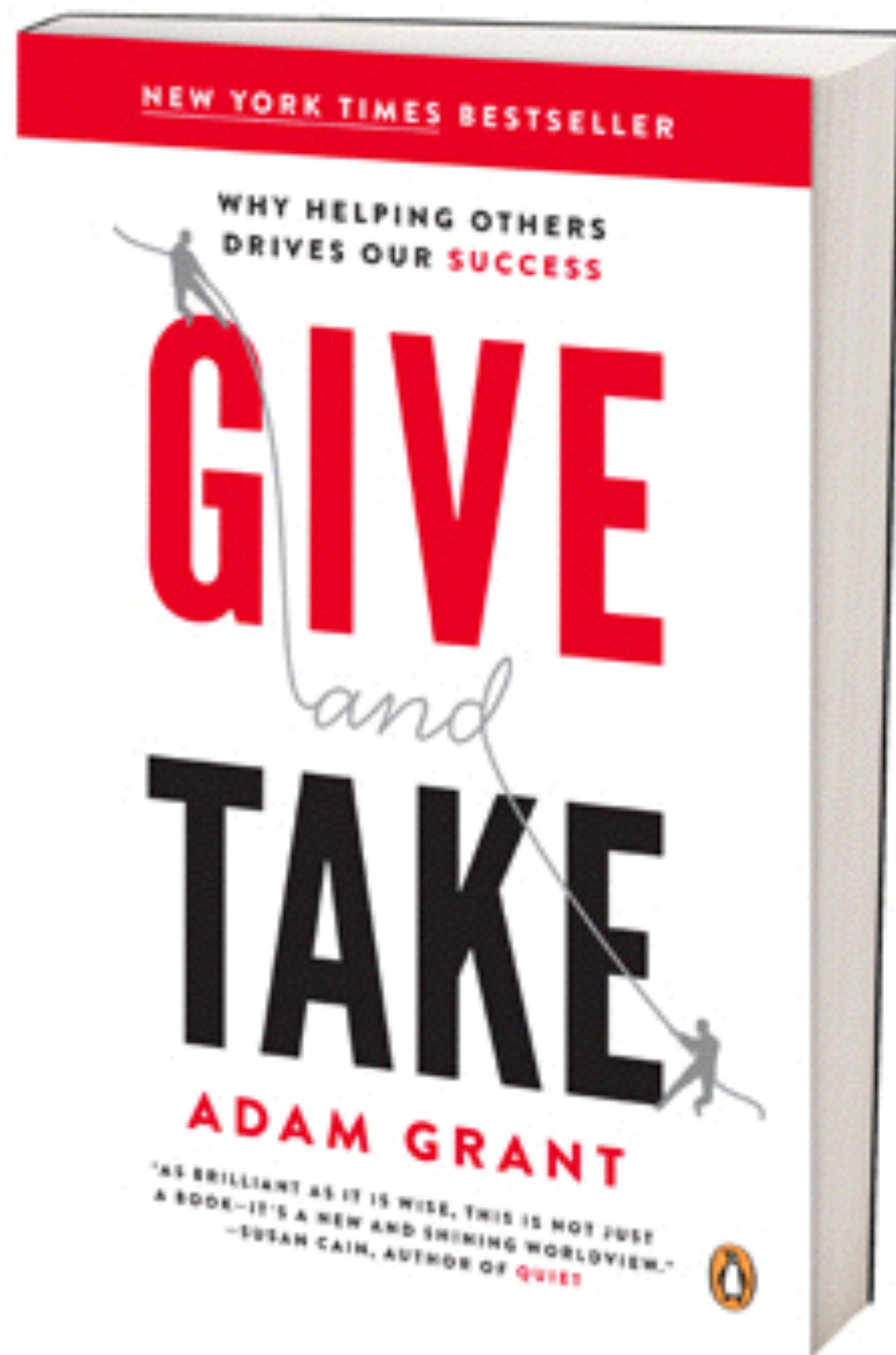


# SOCIAL INTIMACY

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**Desire to feel part of groups where people are close to each other; need to build warm, deep friendships with others; source of validation and assurance in times of change and instability.**





“Be pronoid,  
not paranoid”

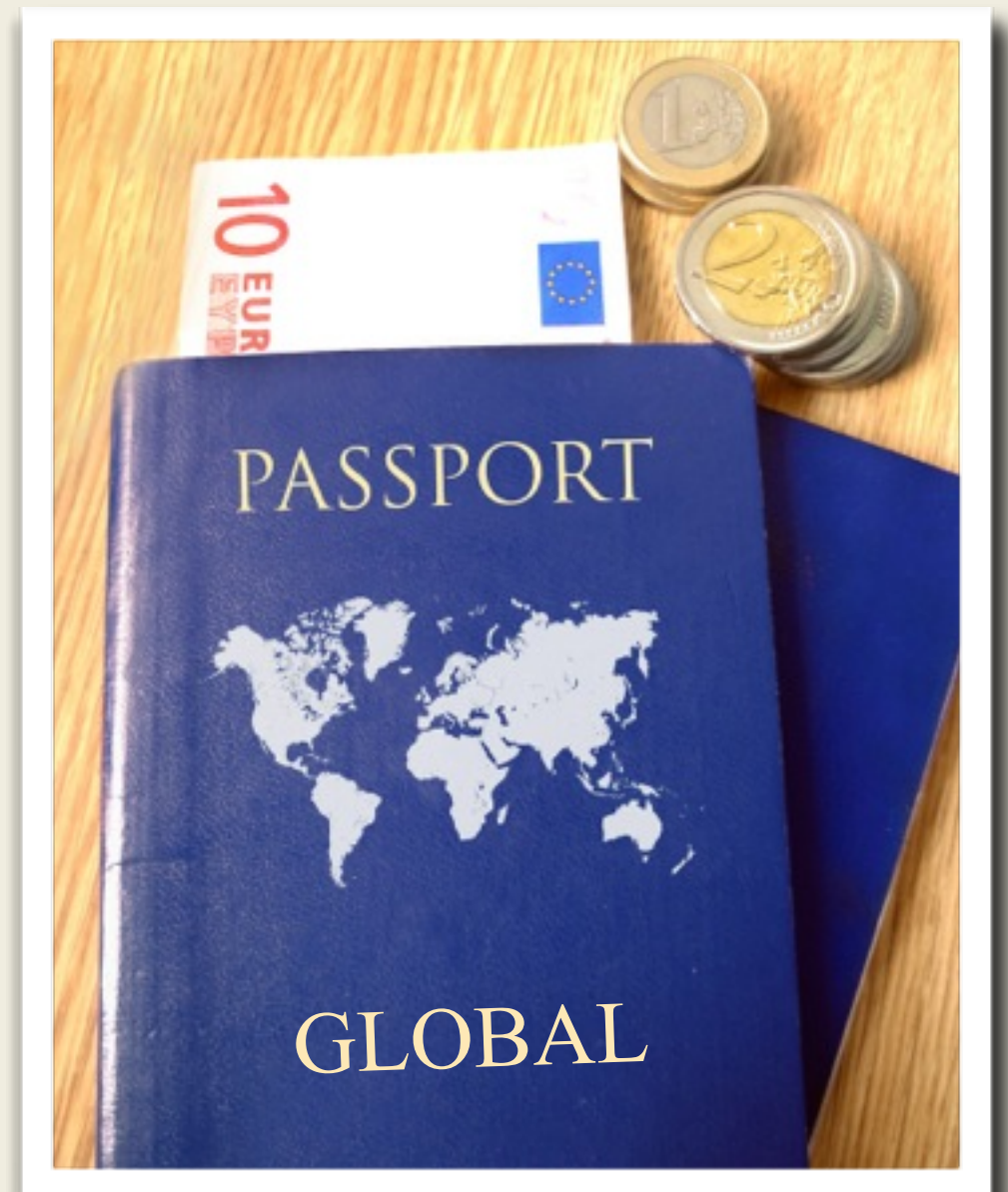




# GLOBAL DENIZEN

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**Strong interest in others' cultures and desire to sample their lifestyle; being a citizen of the world not just a citizen of one's own country; a sense that anything one does can impact the world at large.**



“I CELEBRATE EVERYONE  
EVERYWHERE EVERY DAY.”