

## Helping Staff Find Joy at Work

Good morning or afternoon to all of the participants. We are really so glad to have you here today. My name is Sheri Phipps one of the Case Managers here at Magellan Health Care and I'm coming to you from kind of cloudy and very smoky St. Louis because we're certainly seeing some of the smoke from the Canadian wildfires.

I have been with Magellan for 29 years, and in my time here I've been on a lot of different case management teams. One of the teams that I enjoyed the most, was my time working with our workplace support team and that's the team that works with managers, leaders, HR, who are having challenging situations in the workplace.

So, that's what I do during the day. In my spare time, I also help support my husband who is a small business owner, so I have kind of a unique opportunity to experience workplaces from as I say, from small to tall. I'm hoping that some of the information that I share with you today you will find helpful to you, no matter how big or how small your workplace is.

Certainly, I don't think I have to tell you all that the pandemic has had a lasting impact on our workplaces. So, today, we're going to look at how you can help your staff to find joy in the workplace.

Let's look at our objectives for today. So, the objectives are you're going to be able to describe the link between employee engagement and workplace productivity, you're going to learn and list five obstacles that impact employee's joy at the workplace, and then you're going to be able to identify ways to create a positive work environment.

Let's start to talk about employee engagement. We're going to do a poll. What challenges are you all experiencing or do you have that is related to employee engagement?

>> So to answer the poll question, just type at the bottom of the poll, where it says type your answer here, type your answer there and click the call-out icon that looks like an arrow pointing up. We're starting to get people answering. In just a moment I will broadcast the answers. Let me move this over here so you can see more.

Okay, looks like we're getting quite a few responses.

>> That's amazing. I'm looking at some of the responses while you're all typing in, you know, not enough time, people not interested, not taking ownership of their work, little opportunity for growth, understaffing, those are all issues that certainly have an incredible impact on employee engagement.

>> I see lots of people talking about motivation, seems like a lack of motivation, or maybe some people that have about in jobs for quite some time and maybe aren't feeling the love for it as much anymore.

>> Interesting that I see entitlement, having moral events on weekends, negative feedback from leaders, accountability issues, employees who don't seem to care about their jobs.

>> Yeah. Great. Thank you. We had a lot of people participate in the poll. We appreciate that. I do want to make sure you were able to kind of look through that. I think you can see that there is a lot of variety here but there is also some of you who are dealing with some of the same types of issues, so thanks everyone for sharing. I'll go ahead and remove that poll.

>> Thank you. So what is employee engagement? Employee engagement is really an employee's level of commitment to their job, not only to the company and the company culture but to their actual job title and their actual job duties.

It's also the enthusiasm with which they do their job. It's more than just coming to work and getting the tasks done, but it's also the spirit that they bring to their job. It's their emotional investment in the organization that they work for.

Now, I heard-- or I saw in the poll a lot of people talking about, you know, things that they feel impact engagement, and certainly a big trend or big issue right now in workplace topics is lack of engagement or low engagement. Certainly, we want our employees to be engaged, but there are other things that impact their engagement. So, low engagement has been attributed to a lack of clarity of expectations. People having job titles and job tasks but not really clear about what their employer expects out of them. A lack of connection to the mission or purpose of the company, and that's a big one because an employee can have some insight into what the mission of the company is, but as you all know, the mission and purposes change as the company changes and grows. Sometimes those changes are not clearly communicated to employees.

Low engagement can certainly be attributed to a lack of opportunities to learn and grow. And lack of opportunities to do what employees do best, what they feel they do best. And sometimes as you well know, employees can-- you can hire someone for a job and then find that they're really not a good match between their skills, what they may have said on the resume and actual performance.

Also, low engagement is attributed to a lack of feeling cared about at the workplace. Now, certainly managers and HR and leaders, it's not their job to go around and be talking about, oh, you know I care about you so much, but there are other ways to show that you care about them by acknowledging their work and by giving them positive feedback when they do a good job.

One thing that is very frightening is that employee engagement at work in the United States in 2022 was only about 32% according to one of the industry surveys.

One of the challenges that I find that many employers are currently facing is not only hiring, but as retention. Interestingly enough, right before I started getting ready for the webinar today, I saw a new survey that just came out in one of the industry newsletters. It's the 2023 Global Workforce Hopes and Fear Survey just released June 20th. It notes that 1 in 4 employees are saying that they're going to leave their jobs within the next year. And that's an increase of about 19% from this time last year in 2022.

So 26% of the workforce could be looking for new jobs right now, and the reasons why are very similar to what we see here. Feeling overworked, feeling that they don't have the opportunities to grow with the business, no opportunities to show their skill, those are the types of things being found on having the impact on their desire to stay.

The other thing we also have to acknowledge about retention is that jobs right now are plentiful. The younger generations are not staying at companies for long periods of time like they were in the past. I don't know about you, but I'm an older employee, and while I'm not going to tell you how old I am, but I'm certainly going to tell you that in my day we were raise that had when you got a job, you did your job, you did your very best, you did better than your best, and your goal was to stay with your employer from the time you started your job until the time of retirement.

While some of that is kind of unrealistic, I will tell you that right now what we're seeing is we're seeing people job hopping, and in the old days that was something that was frowned upon, but the younger generation, they're not staying at companies for long periods of time like they were in the past.

So let's talk a little bit about the link between employee engagement and productivity. Galup defines employee engagement as the involvement and enthusiasm of employees in both their work and workplaces. Now, look at how Gallup defines it. They use the word involvement, they use the word enthusiasm, and one finds that when you look at people defining joy, they use the word enthusiasm, so if a good job is the foundation of a thriving life and we all want joy in our lives, it kind of makes sense to try to find or create some kind of joy in the workplace.

So the question is, how does employee engagement impact the workplace? Higher engagement certainly has an impact on retention. Employees who are engaged want to impact the mission of the company. They really don't look to leave. Employee engagement also has an impact on profitability for a company. Certainly, you understand that the higher levels of engagement equal more profitability for a company. Now, Gallup tells us organizations with high levels of employee engagement are about 21% more profitable than organizations with low levels of engagement. So profits are basically up around, you know, 10 to 20 to 30 percent higher than some of their competitors. That can be traced back to engaged employees.

Higher engaged employees, people who are really engaged in their job, because they want to impact the mission of the company, they want to have an impact on the company's culture. They want to bring new ideas forward. They are more creative, they're more innovative, they come up with new ideas for the betterment of not only their job but of the mission of the company.

Certainly, employee engagement certainly has a direct impact on absenteeism. Engaged employees tend to have less burnout, they tend to take less sick days, and all the way around an employee who is really engaged, certainly has an impact on productivity.

Now, some of the statistics that I've seen in the industry research shows that unengaged employees tend to be around 18% less productive than their engaged co-workers. So, organizations who have high levels of engagement report about a 22% higher productivity.

You know, employees are committed to their company's mission, they're committed to the company culture. They feel more connected, they feel that they're valuable in their job position, and they understand how that job position relates to the mission of the company. They tend to feel hopeful for the future of the company, and when you feel hopeful, it certainly has a positive impact on productivity.

So, let's talk a little bit more about joy. The second polling question. What is joy?

>> Again, if you can put your answers in the text box at the bottom of the poll question. Be sure to click the arrow on the right-hand side, that's what will show your answers to everyone. There are lots of responses already.

>> Yes, I can see that. I love it. Laughter in the soul. I love that! Feeling happy, a good work/life balance. Absolutely. Gratefulness. Having fun.

>> A couple of people talking about internal satisfaction or feeling satisfaction, being valued,

>> Ready to start the day.



>> Contentment. Yeah. We don't often like think about it, but we don't-- sometimes we think joy means we have to be over the moon or something, but contentment is a big part of joy.

>> I agree with you whole-heartedly Melanie. A lot of people sometimes want to define joy as something very enthusiastic and vibrant, which is can be at times, but it can also be very peaceful.

>> Absolutely. So if you're wondering or feeling the pressure that you have to make all of your employees exuberant, please take that off your shoulders right now. I don't think we're talking about that right now.

>> Not at all.

>> Great. Thanks, everyone, for participating. We've had some great comments. I hope you've been able to see each other's comments as well. If you see the scroll bar to the right-hand side so you can see what other people are talking about, sometimes that spurs us on to kind of think further or deeper into what we think about that. Thanks, everyone, for participating and we'll take that away.

>> I have to say that I love those answers. Thank you so much, everyone, for participating.

So, according to Webster, I looked up the definition in Webster's New College Dictionary, joy is a very glad feeling in the dictionary. It's happiness. It's great pleasure, delight. I saw a lot of those words come from all of you in the polling question.

I got an opportunity to read a little bit from a psychologist who is doing research and writing about joy in the workplace. Her name is Dr. Rebecca Newton, she's a PhD, she's an organizational psychologist at the London School of Economics. She defines joy as not just a individual phenomena. It's also what psychologists called affiliative which means it has to do with strengthening our bonds with others through positive behaviors such as being kind, friendly, or actively peace-making.

So certainly we can find our own joy in things, but joy also comes from being with each other, and we can actually obtain joy by experiencing things with others, experiencing things through others, and internalizing that into our lives. Dr. Newton suggests managers can begin to have dialogues with their employees and ask them about identifying times that they've felt really productive, that they've felt very proud of their work, felt engaged, and looking at and listening to those employees, building upon what these employees identify. These can be considered the new sources of joy in the workplace. Remember that employees can get overwhelmed or stressed during their days and they really can lose sight of their achievements, they can lose sight of the little things that can certainly bring joy to them. As team leaders, we can help them find that again.

Super interesting, recently Magellan had a webinar for employees that focused on how to find joy in the workplace. This webinar is for you, the managers, the leaders of the workplace, but we had a webinar for your employees, per se, and what's interesting is that we identified some of the same things in that training.

They talked about that they would like to have their managers help them a little bit more with identifying their strengths, asking them what energizes them, what satisfies them at work, and it's certainly from the feedback that we got in the webinar, it's certainly important-- we learned that it's important for managers to offer positive feedback on their performance because that allows your employee to be proud of the work that they do.

So we're talking about joy, we're talking about identifying strengths, helping people to be proud of their work and that type of thing. Given that engagement and achievement can bring that joy, you want to ask what is it that prevents employees from being able to experience joy in the workplace?

What are the obstacles? Let's take a look at some of those obstacles. One is isolation. I think every one of us can certainly talk about our experience with isolation in the fact that we've all just gone through the pandemic.

The isolation brought along loss of workplace normalcy, loss of routines, loss of our workspaces, loss of personal connections to our colleagues and to managers.

Lack of opportunities, so certainly, an employee who doesn't think that there is any room for growth in their job title or at their place of work, that certainly can impact the level of joy that they have at being there if they don't think there is any opportunity, they just don't see any - they just feel it's a dead-end job.

According to Monster's recent joint Job Index Poll, more than 80% of employees feel their professional growth stalled during the pandemic, and certainly that was very realistic for many of us. But employees can also be very unhappy due to not knowing where their job is taking them, not sure about new opportunities that might be out there, and sometimes the opportunities are out there but they are unable to see how they could connect with that opportunity. Or due to mergers, acquisitions, changes in leadership, they may not feel as hopeful for the company and the company's future.

Feeling overwhelmed, that can really impact their productivity when they feel overwhelmed. Too many tasks, urgent deadlines, feeling drained at work. We have to put this in perspective. There is always going to be those times where your employees are going to feel that they have too much to do, or that they have to get it done and the deadline is unrealistic. But if it's an ongoing thing, it can certainly make them feel very drained at work, and we have certainly heard from employees that we talk to who call in to talk with counselors, we hear about that many people feel like they're playing catch-up due to COVID or there are change in the employee structure at their workplace like a colleague leaving so everything is kind of falling on them. Many times an employee may feel that they're not being very productive, that they're not as productive as they could be, or that they should be. As we all know, those shoulds are very dangerous to our outlook and our happiness.

A decrease sense of wellbeing. Stress is the thing that impacts wellbeing. Dealing with workplace drama, helping others trying to overcome their issues, too many to-dos on our list, too many changes too fast. In the past year, with the impact of COVID, certainly, we all experienced different stressors, stressors that we may not have been able to predict were going to happen, and with the impact of COVID, we had the stress of dealing with the changes in our workplace environment. We had more isolation, we had more time at home, so it's one thing to miss your colleagues, but it's another thing to be working from home in a make-shift office with your entire family sitting kind of on top of you. That was very stressful for people.

Having to cover for colleagues who are sick, and of course managers and leaders can certainly identify with the fact that workplace drama is something that they have to deal with many times on a daily basis, and it can really have a negative impact on all aspects of the workplace.

The final obstacle that I want to talk about is fear, and this is a big one. I will tell you honestly, we can probably do an entire webinar on this particular topic and we'll leave that for another time and another day. But you know, employees have fear of getting sick, they have fear of losing their jobs, they fear that they can't keep up, they fear working remotely, they fear coming back to the office, they fear not being able to have that work/life balance and not being able to juggle home and work. And of course something that has been increasing exponentially lately is that there is also a fear of workplace violence.

Now, this is just a small list of things that can really impact the workplace. We know that anxiety in employees can run high, and that's certainly an obstacle. But let's look at how we managers and leaders can help our employees overcome those obstacles.

How are we going to regain that lost joy at work? So let's look at isolation. We're going to look at all the obstacles and we're going to look at ideas on how to address those from a positive perspective.

Leaders can encourage participation in employee workgroups, positive projects, employee activities both at work and in the community, as much as the employee feels safe to do so.

One thing with the COVID pandemic, most of us at Magellan went home and we started work remotely and we're still working remotely. One thing that our supervisor had is she came up with having a coffee meeting on Mondays, it's a half hour out of everybody's schedule where we all get together on a Zoom call and we say hello to each other, we talk about how the weekend was, we joke, and it really brings it as a great way to start your work week and also brings a lot of joy to all of us.

Now, I'm not saying that all workplaces can do this. There is a lot of workplaces that just don't have the ability to take everybody off the floor for a half hour, but it is a different kind of idea on how to get everybody back together and bring a little bit of joy into their life.

So, if you're dealing with lack of opportunities, if an employee feels like they just don't know where they're going in their job, you can help employees identify development goals that can have a positive impact on their professional goals and growth. Can you do that by providing access to professional trainings both in person and virtually, and also keep in mind that it's helpful if you're providing resources for trainings to also encourage your employees who may also find out about different trainings to share that with each other, and to look for trainings that are low cost.

I know that money is tight for many people. They feel like they would like to take certain classes or take a certain webinar, but they can't afford it. So, leaders and managers can really help by identifying those webinars and those trainings that might have a positive impact for that particular employee on their job growth and their professional growth, but yet is low cost.

For those who are feeling overwhelmed, certainly encourage your employees to set scheduled. Now, again, I'm aware that there are so many different workplace environments and, you know, some are very-- have very tight schedules and some are very flexible. But even for those who have very set schedules, give your employees permission to leave work on time. You know, certainly, engaged employees often times will forget about the clock and just work until the task is done, but sometimes they begin to feel pressure to do that. Give them permission and tell them it's okay to leave work because it will be there again tomorrow.

You can also help them to set times in their work schedule to focus on positive tasks that bring a feeling of accomplishment, such as that you have all of this to do, so how about you sign up for a webinar and we will give you that time to complete that webinar. That gives them the message that you understand how important that webinar is to them.



Decreased wellbeing, it is important that managers and HRs are allowed to talk about the stress they're dealing with. It's also important for you all to let your employees talk about some of the stresses that they're dealing with. Communicate to employees about stress management and if the company offers benefits such as webinars on stress management, counseling services, that type of thing, make sure employees know about that.

And fear, it's hard to have that conversation, but you need to and you want to talk to your direct reports about what they're feeling challenged about, what they might be fearing. Many times you might be able to pinpoint, you might be able to understand just by the body language that there is something going on and some anxiety. Have an open dialogue about that and show your support to them as they work to figure out how they're going to manage some of that fear.

Because fear is so high lately on issues of workplace violence, also certainly it would be a good thing for all managers and team leads to focus on what your company is doing to address employee safety, health, and wellbeing.

So let's talk a little bit more about employee engagement and wellbeing. This is a very interesting topic, and it's actually employee engagement is something that I am very interested in. I've done other webinars about employee engagement, but I never realized the connection between engagement and wellbeing.

So, you know, we've all had access to the Gallup surveys and the papers that come out, but interestingly enough, Gallup's research shows that engagement and wellbeing are actually reciprocal. They have the ability to impact each other, but they're also additive. They have a very unique impact on employees, and can actually combine to improve performance.

It's important that leadership understand how to measure employee wellbeing. In addition to engagement, it's important to understand how wellbeing can have a positive impact on the joy that your employees are feeling at the workplace.

So, there is really five elements that really impact our overall sense of wellbeing. Financial wellbeing, that's not so much necessarily having a lot of money, but rather that the money that you have, that employees feel that they manage their money well or they have the ability to learn those skills.

Physical wellbeing, we have the energy to get things done, we have the energy not only to get to work and to do our job, but we have the energy to go home and get things done at home as well.

Social wellbeing, that's really important to be able to identify what is socially important to you and that you have meaningful relationships in your life.

Community wellbeing, that employees like where they're at, they like where they live, and that they are part of the community, be it the community at work or the community of maybe something that they're involved with like one of their hobbies is fishing so they're part of the fishing community, or it's their community where they live. They want to feel that they have an impact on their community.

The last one is career wellbeing. That employees like what they do, they like what they do everyday, that they can find the motivation to see future prospects in their career, and to see how the career is allowing them to achieve what they want out of life.

Now, when you look at these five topics of the five element, the one that stands out the most in Gallup's research is the one on career wellbeing.

So employers who are looking to make the biggest difference in wellbeing in the shortest amount of time, need to take a look at how they can work to nurture the employee's career wellbeing.

And when you look at nurturing the career wellbeing, then you are looking to create and improve joy in the workplace.

Leadership are the ones who have to be responsible for working together to improve joy in the workplace. So, let's look at a few ideas about that. Bring your employee strengths into each day. Help them to identify their meanings and purpose in their position. So, that means making sure that they have some insight to what their tasks are, what the expectations are, how their performance is being measured, and asking them what do you feel is your strongest thing that you bring to this job. Have that discussion with them and help them to identify what their strengths are and then bring it back around to their job.

Focus on professional growth and impact on employee autonomy in jobs. This goes back again to looking at employers can help employees identify within their job duties where they can grow professionally, how they can do that, and giving them a little bit of autonomy to obtain those, that professional growth. An example of that would be that you're meeting with an employee, they talk about what their strengths are, that the two of you identify some trainings or webinars to do, and then you give them the autonomy to get that done and to come back to you and have a discussion about how they see that impacting their ability to do their job and their productivity.

Rebuild relationships. COVID has really changed our relationships with each other, and we have had to spend a lot of time kind of trying to figure out how we can rebuild our relationships without only our workplaces but with our families, our friends, and in rebuilding those relationships, we have to be able to identify and talk about how things have changed.

So if you think about rebuilding relationships at the workplace, how do you do that? Certainly, managers and HR and team leads can do coaching. That's different than supervising. Coaching is talking about all of the things that we've talked about today, about helping them to identify their strengths, helping them take a look at things that they want to do or that they feel they can do to impact their job, impact their job duties, and have an impact on the mission of the company.

It's also allowing them to talk about some of their fears, and also coming up together working as a team to come up with some carbon dioxides about solutions, about how to deal with some of the things that they are concerned about.

Walk and talks, so walk and talks are for those people who have the ability to take their employee and maybe take a walk around the building, and if you're working remotely, so it's kind of hard to do a walk and talk, but you can certainly set up a time just to talk with an employee, maybe have an open-door policy well communicated to the employee about how to get your attention when they need to just talk through things.

And making sure that there is a feeling of physical and psychological safety. So, you know, we identified that certainly companies need to be very mindful of sharing what their safety plans are, so if something should happen, be it weather, be it workplace violence, fire, those types, those are the physical safety. But as, when you talk about psychological safety, you're talking about being more focused on the physical, the spiritual, and mental wellbeing of your employees.

You know, I have to put in a plug that, of course, you're a Magellan program, it's always available to help employees and their family members find resources to help take care of their wellbeing.

I hope you find that some of the things that we talked about today are helpful adds you think about creating and improving joy in the workplace. Certainly, there are a lot of-- there are different types of fun things that you can create, lunch and learns, also the walk and talks, being able to celebrate birthdays. But it gets bigger than that, it's about looking at your employees, how engaged they are in the workplace, and what kinds of things that you can do as managers and as team leads to help them to find their inner strengths and how they impact not only their job duties but the mission of the company as well.

Melanie, I'll turn it back over to you.

>> Thank you so much. I do see that we're at the end of our time together, but I want to remind all of you that you have a great benefit through your Magellan program. For some of you it may be your EAP and for others it may be called Embrace. If you are not familiar with how to get ahold of your EAP, I am going to give you a link that can take you to your member website. You'll have to put in your company name to pined it. You may have to put in the parent company name, and if this does not take you where you need to go, please reach out to your leadership and they can help you by giving you that contact information or HR. Can you reach us 24 hours a day, 7 days a week, and as brought up, there are benefits for you personally. There are also these benefits that you can refer your employees to, including the training that Shari discussed today. We have lots of on-demand trainings on topics, and we just did one recently and last week we had an all-employee webinar on joy in the workplace and I think it was-- I think we had over 1,000 people that attended that webinar, so that is out there for people to listen to.

>> Outstanding.

>> Yeah. It was great. People really enjoyed it. I want to encourage you to let your employees know that these or staff and team know that these things are out there on their member website and they can go out there and listens to them. It just takes a few minutes to go through that recording.

I'm going to pull pull up the last closing poll. We had a lot of people today and didn't have time for questions. I do want to remind you to please call in. If you have any kind of questions, call in and ask for assistance. You may end up getting a workplace support consultation where someone will talk through with you some of the challenges that you're having so that you have a way to help your employees so that you can get that engagement that you want. Your satisfaction survey, we are not broadcasting the results, so just check the radio button right next to your answer and that will broadcast the results to us. We always love to hear from you. Please let us know any feedback that you have, and of course your certificate of completion is right here in the lower right-hand corner of your screen.

If your captions are over the top, click on it, left click on it grab it and move the caption pad out of the way to get the certificate of completion. Again, this will be on the member website in 2 to 5 business days. Thank you all for joining today. Thank you, Shari for sharing your wisdom and working with many of our leadership through our companies, we appreciate that. This does end the webinar today. Have a wonderful rest of your day.