

# Career Well-Being Fact Sheet



This document is part of a set of fact sheets that employers can use to begin, restart, or enhance initiatives to promote a culture of well-being at the workplace. Each fact sheet focuses on one of the six areas of workplace well-being: physical, emotional, social, community, financial, and career.

## What is career well-being?

Career well-being refers to an individual's sense of purpose in what they do. Career well-being is highest when employees like what they do, are motivated to achieve goals, and are able to use their strengths every day. Individuals who have high career well-being feel connected to the purpose, mission, and vision of their organization. <sup>1</sup>

## Why is career well-being important to an employer?

When the workforce has high career well-being, there are:

- **Lower levels of stress and burnout.** Employees who are motivated by a sense of purpose in the work they do are less likely to feel stressed or burnt out even when there is a lot of work to do.<sup>1</sup>
- **Higher levels of productivity.** People with purpose get more done throughout the day and can work substantially longer hours without burning out. Research consistently finds that purpose may be the most powerful influencer of our behaviors, attitudes, and motivation in organizations, work, and life.<sup>1</sup>
- **Higher levels of employee engagement.** People who use their strengths every day are six times as likely to be engaged in their jobs.<sup>1</sup>
- **Lower rates of turnover.** Disengaged employees are 12 times more likely to quit.<sup>1</sup>
- **Higher revenue.** A 5% increase in engagement results in 3% incremental revenue growth.<sup>2</sup>

## Why is career well-being important to an employee?

- **Higher quality of life.** Highly engaged employees have lower rates of depression, better physical health, and healthier social relationships.
- **Higher overall effectiveness.** Using one's strengths every day contributes to an employee's motivation to achieve goals, which reaps higher employee satisfaction.
- **Connection.** More connection to the work that they do and how it contributes to the purpose of the organization.

## What can employers do to help promote career well-being at the workplace?

To promote well-being at the workplace, employers should ensure that:

- They form teams; workers on a team are 2.3 times more likely to be fully engaged.<sup>3</sup>
- Team leaders are trusted and share common goals with team members.
- Team leaders understand employee passions and give them projects that feed those passions.
- Employees understand how their roles contribute to the mission of the organization.
- There are opportunities for professional development within the organization.
- Work-life integration is encouraged; engagement levels are highest in those who work virtually at least 80 percent of the time.<sup>4</sup>

Employers can take the following short-term and long-term steps to contribute to this endeavor:

### Short-term tactics:

- **Foster a sense of workplace well-being on a day-to-day basis**
  - > Ask employees about their workloads.
  - > Check in with teams at the start of meetings.
  - > Add rumor-busting to your meeting agendas.
  - > Use periodic employee-engagement surveys to provide insight on well-being.
  - > Assess turnover rates and track trends in exit interviews.

### Long-term tactics:

- **Promote benefits that provide employee autonomy and growth**
  - > Provide/promote flexible schedules and working remotely.
  - > Clearly stakeout paths to career advancement or organizational mobility.
  - > Offer professional development opportunities and monitor their use.
  - > Develop mentorship, apprenticeship, and stretch programs to promote career growth.
  - > Train supervisors/managers to be champions for the employees they manage.
  - > Understand employees' goals and interests.
  - > Partner with employees on professional development and education planning.
  - > Invite employees to shadow others in different departments to see how different functions contribute to overall success.
  - > Allow employees to feel comfortable providing feedback about supervisors.
  - > Connect departmental and individual goals to organizational success, as defined by mission.
  - > Train supervisors to articulate the organizational mission/vision and goals.
  - > Set expectations with employees clearly and early, and communicate new priorities.
  - > Give employees meaningful recognition.
  - > Celebrate team successes.

### Sources

<sup>1</sup> Clifton, J, Harter, J. Well-being at Work. Gallup Press; 2021.

<sup>2</sup> Engagement Analytics and Insights, **Aon Hewitt & McLagan**, 2017.

<sup>3</sup> Hays, M et al., The Global Study of Engagement, **ADP**, 2019.

<sup>4</sup> Hickman, A, Robison, J, Is Working Remotely Effective? Gallup Research Says Yes, **Gallup.com**; January 2020.

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Additional ideas and information is available at the **Gallup Career Well-Being website**

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