

LEADERSHIP

LINK

ENGAGEMENT MATTERS

WHAT EMPLOYEES NEED TO BE ENGAGED & SUCCESSFUL

As the 2022-year closes, our team was able to focus on Development, a key indicator in engagement and why people choose to stay at their jobs.

I was able to take the 2-Day Gallup Engagement Specialist course which aligns with the Gallup Global Strengths Coaching Certification I also have. Understanding people's "strengths" and allowing them to use those "best assets" at work helps them to feel engaged, valued and more productive. Kristina Belliveau also became a certified Gallup Global Strengths Coach in November as she completed a 5-day course on Gallup Strengths in Chicago. We already have worked together, using our best "strengths" to facilitate a course for a local university. We are excited to share our knowledge of strengths and engagement in the next year and help our workforce become more profitable and productive.

Gallup has discovered from its work with organizations worldwide that every company has the potential to improve employee productivity, customer retention, organic growth and profitability. But this potential is largely untapped in many organizations because they do not understand that human nature drives business performance. Across the world, only 21% of employees are engaged in their jobs. In the U.S., 68% of American workers are not engaged or actively disengaged in their jobs, and are emotionally disconnected from their workplaces and less likely to be productive.

While many organizations spend a lot of time and money measuring employees' overall satisfaction, it is not a great indicator of high performance. Gallup's research shows that although keeping employees happy or satisfied can help build a more positive workplace, measuring workers' satisfaction or happiness levels alone is insufficient in creating sustainable change, retaining top performers and positively affecting the bottom line. Employees need to be engaged for these actions to occur. Satisfied or happy employees are not necessarily engaged employees. While satisfaction is important, engagement goes one step further. Engaged employees have well-defined roles in the organization, make strong contributions, are actively connected to their larger team and company, and are continuously progressing.

SATISFIED EMPLOYEES May or may not be productive Put their time but not necessarily their energy into their work Take a wait-and-see attitude toward their job **ENGAGED EMPLOYEES** Work with passion Perform at consistently high levels Drive innovation and move their organization forward..

The culture you create matters to organizations. There is a connection between business results and engagement.

If you are interested in learning more on how we can help your companies with employee development and engagement please reach out to kristinab@leadershipstarkcounty.org or stephaniew@leadershipstarkcounty.org.

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WINTER 2022

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2022 FALL SPOTLIGHT CLASS

Andrea Barker

Akron Children's Pediatrics- Massillon
Operations Supervisor

Nicole Barone

Child and Adolescent Behavioral Health
Qualified Mental Health Specialist

Luscious Baskin

YWCA Canton, Rapid Re-Housing Case Manager

Mitchell Baxter

CommQuest Services, Inc.
Marketing & Development Specialist

Zita Blile

Visit Canton, Sports Sales & Service Coordinator

Abigail Chance

Schauer Group, Inc., Client Manager

Anthony D'Antonio

Child and Adolescent Behavior Health, Counselor

Adam Dietrich

Marathon Petroleum Company LP
Supply Chain Associate

Bridget England

Walsh University
Associate Director, Degree Completion
and Graduate Program Enrollment

Madison Evans

Employers Health, Associate Counsel

Charmaine Gamble

Akron Children's Hospital, Medical Assistant

Anthony Garcia

PepsiCo, Supply Chain Operations Manager

Kenneth Hill

Integrity Accounting Service, Inc., Vice President

Rachael Hock

St. Joseph Senior Living, Assistant Administrator

Daniel Hottois

The Timken Company, Senior Process Engineer

Marcus Huerta

Pro Football Hall of Fame, Marketing Manager

Ashley Johnson

Innis Maggiore, Senior Project Manager

Sankalp Kota

The Timken Company, Principal Materials Engineer

Leslianne Lake

Visit Canton, Sales Manager

Ashley Light

FedEx Custom Critical, Account Development Specialist III

Gregory Marchand

TimkenSteel Corporation, Principal Casting Engineer

Amber Nash

Child And Adolescent Behavioral Health, QMHS

Courtney Storey

Hall of Fame Resort & Entertainment Company
Marketing Coordinator

Tayler Strait

WRL Advertising, Account Executive

James-John Sutton

Marathon Petroleum, Refining Engineer II

Ronnie Turpin

Alliance for Children and Families, TANF Coordinate

Danselle Williams

Canton City Schools, Substitute Teacher

Jamar Williams

Cleveland Clinic Mercy Hospital, Mission Outreach Coordinator





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DON'T CONFUSE 'BEING IN THE OFFICE' WITH 'CULTURE'

BY NIKKI MORIN & HEATHER BARRETT FOR GALLUP®

This may shock you: Hybrid workers -- among all types of employees -- are doing the best when it comes to feeling connected to their organization's culture, according to a recent Gallup analysis. Twenty-three percent of U.S. hybrid workers strongly agree that they feel connected to their organization, compared with 20% of employees overall.

As many companies experiment with hybrid work, one question has risen above the others: *What about our culture?* There's a common belief that when employees are physically together, they develop important social bonds that simply can't be replaced by email, Zoom and Slack.

And leaders have good reason to care. Employees who strongly agree that they feel connected to their culture are:

- 3.7x as likely to be engaged at work
- 5.2x as likely to recommend their organization as a great place to work
- 37% more likely to be thriving
- 68% less likely to feel burned out at work always or very often
- 55% less likely to be looking for a job

Culture matters when it comes to productivity, employee flourishing, employer brand and business reputation.

Why Hybrid Is Improving Company Culture

The reality is that the office never equaled culture. Gallup data show that, despite significant lip service and investment in "company culture" over the years, there's very little to show for it. Only two in 10 U.S. workers feel connected to their organization's culture. While in-person interactions are powerful, they alone were never enough to Create the magic of connectedness.

So, what explains why hybrid is working better? Hybrid workers may feel more connected to their organization's culture because the office and the remote workplace are being treated with greater intentionality.

Hybrid workplaces have been forced to make in-office experiences more meaningful and substantial. In addition, hybrid workers feel more supported in their wellbeing. They are more likely to feel that their

organization cares about *them*, which makes them feel more connected to the values, mission and purpose of the organization.

Overall, hybrid work is likely a positive development for most employees -- with one exception: managers.

Managers Struggle the Most With Hybrid

Notably, Gallup's analysis finds that managers are experiencing the hybrid workplace differently than other roles within an organization. *Hybrid managers feel less connected to their company culture than do remote or on-site managers. They also feel less connected than hybrid leaders.*

Why might this be?

Much of remote and hybrid work planning has focused on helping the individual contributor. During the worst parts of the pandemic, managers were tasked with making sure their teams had everything they needed to be productive, from equipment to schedule flexibility to communications from leadership. Individual contributors have been able to minimize many of the distractions of the office, allowing them more focused time or the ability to get their work done in greater comfort.

Managers, on the other hand, are responsible for creating an equitable and engaging work environment for their teams. They are in charge of interpreting company values and culture in a wholly new paradigm of work, creating an optimal environment in a new frontier.

In the past, managers often leaned on other managers in their peer group to help them navigate challenges -- and those peers may not be as available as they were in the office. Accessing resources, social or otherwise, may be more challenging than before. In other words, managers are likely missing peer and organizational support, even as they support their teams' transition into the hybrid workplace.

Tips for Advancing the Hybrid Workplace

Hybrid work is a new reality. For the workplace. And it's the most preferred option for employees who can do their work remotely. We know that hybrid workers can be productive and happy, but

the rules and best practices for hybrid are still being written.

Considerations when improving your organization's hybrid work strategy:

- When it comes to hybrid, managers need extra support. Hybrid management requires more frequent team communication and coordination. But managers need more communication, too. Be aware that highly productive, engaged teams don't necessarily mean that your managers have all of the support they need.
- Managers may be able to move some of the culture-building responsibility to their teams. Managers shouldn't be carrying culture on their own. In fact, it's a good idea for managers to help their team take ownership of their unique style for getting work done. Managers can use a State of the Team format (like the one available on Gallup Access) to facilitate a conversation about how the team wants to work together.
- Bring your managers together into a community. Your organization may have lost manager-to-manager conversations in the transition to hybrid work. These provided managers with innovation, improved efficiencies and social bonding. Leaders should consider intentional ways of bringing managers together for culture building.
- Invest in manager development programs that work. Results and outcomes are more important now than watching the clock. Managers today must be more conscious of employee wellbeing, and they need to know how to have one-on-one coaching conversations that feel authentic and natural-- a skill they can learn.

BOTTOM LINE

Don't be afraid of losing your culture to hybrid. Fears of culture collapse are likely exaggerated. And it's important to listen to what employees are asking for. Managers may be nervous about hybrid, and for good reasons. But hybrid workplaces can be stronger workplaces with better workplace cultures -- if leaders focus on the key relationships and experiences that bond teams together

PODCAST SPOTLIGHT:

Brene Brown with Adam Grant & Simon Sinek

What's Happening at Work, Part 1 & 2

What's happening in the workplace right now? Brown, Grant, and Sinek talk about what they are seeing in organizations across the world - and there are definitely some trends that emerge. You hear about disconnects between what we know from data and what we see practiced. You see what high performers actually look like and the most meaningful way to succeed. It is a great "gut check" for our own workplaces.

CLICK HERE FOR PART ONE


CLICK HERE FOR PART TWO

Brene with Aiko Bethea and Ruchika Tulshyan **on the Heart of Leadership Part 1 & 2**

Aiko Berthea and Ruchika Tulshyan examine what it means to belong. What are people doing right with Diversity, Equity, Inclusion, and Belonging (DEIB) work? What is not going well? The core of leadership is understanding DEIB and not seeing it as an add-on. DEIB work is the heart, lifeblood of organizations and these conversations helped me understand that all the more. One of the best podcasts I've listened to!

CLICK HERE FOR PART ONE

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"Knowledge is a process of piling up facts; wisdom lies in their simplification."
- Martin Luther King, Jr.

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WHAT MAKES A GREAT LIFE?

Adapted from *Blind Spot*,
Gallup's new book

While many things contribute to a great life, Gallup finds five aspects that all people have in common: their work, finances, physical health, communities, and relationships with family and friends. If you are excelling in each of these elements of wellbeing, you are highly likely to be thriving in life.

To discover these five elements, Gallup began by reviewing much of the vast literature on happiness and wellbeing. Search "wellbeing" on Google Scholar, and you will find over 1.9 million academic articles; "happiness" yields over 2.7 million articles. We focused on meta-analyses -- which combine the results of multiple studies -- and the studies that had the greatest impact on the field of wellbeing research.

Then, we conducted surveys. Lots of them. To date, we have conducted about 5 million surveys in almost 170 countries -- roughly 2 million interviews in the U.S. and 3 million globally. We also conducted panel studies, which allow us to track the same people overtime so we can better understand what causes changes in wellbeing, such as an economic collapse, a job loss, or the death of a spouse.

The global nature of this work is crucial. Research conducted only in the West comes under a great deal of scrutiny -- for good reason. These studies often include people who do not represent the entire world.

For example, the people who are recruited to participate in U.S. academic research are usually college students. This is problematic because U.S. college students are not representative of the world. In fact, they are not even representative of young people across the U.S.

This kind of research is called "WEIRD," which is an acronym for Western, Educated, Industrialized, Rich, and Democratic. Many U.S. academic studies rely solely on participants who fit these characteristics -- but often claim that the conclusions from the research apply to all people. The authors of this concept -- Joe Henrich, Steven Heine, and Ara Norenzayan -- caution, "We need to be less cavalier in addressing questions of human nature on the basis of data drawn from this particularly thin, and rather unusual, slice of humanity."

Gallup's research as well as research by the global community of wellbeing practitioners has produced hundreds, if not thousands, of discoveries.

Gallup's wellbeing research is truly global, covering over 98% of the world's adult population. It includes almost every ethnic group, religion, and income level and virtually every kind of human experience worldwide.

In every survey, we ask people how they see and live Their lives. Their answers become the outcomes of interest in our analysis -- meaning, we look at other variables to see what would help us explain how their lives are going. When someone says, "My life is a 10" or "I laughed and smiled a lot all day yesterday," what else do they tell us? Are they physically active? Do they love their job? Do they have a lot of friends? Or some combination of all three.

One of the most famous discoveries is the U-curve of happiness, which shows how age is associated with wellbeing. Young people rate their lives high, and so do older people. But middle-aged people rate their lives the lowest. This trend holds every year in almost every country in the world. It is nicknamed the "U-curve" of happiness because when you look at the graph, it looks like a "U." Some jokingly say that the chart is smiling.

Some discoveries are astonishing; others feel like they reveal a "blandly sophomoric secret," as George Gallup referred to some of his longevity findings. For example, you could argue that the U-curve of happiness simply quantifies conventional wisdom -- that people have midlife crises.

Here are a few of the discoveries that are truly compelling:

- People who love their jobs do not hate Mondays.
- Education-related debt can cause an

emotional scar that remains even after you pay off the debt.

- Volunteering is not just good for the people you are helping; it is also good for you.
- Exercising is better at eliminating fatigue than prescription drugs.
- Loneliness can double your risk of dying from heart disease.

We could list every insight ever produced from this research and encourage leaders to work on all of them. Instead, we took another approach. Using all these insights from across the industry combined with our surveys and analysis, we created the five elements of wellbeing. And our ongoing global research confirms that the five elements of wellbeing are significant drivers of a great life everywhere.

Find out how where the world is struggling most in these five elements in *Blind Spot: The Global Rise of Unhappiness and How Leaders Missed It*

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Our goal is to help homeless men gain the stability necessary to achieve independence. Refuge of Hope is the only such shelter in Stark County for men. Poverty, hunger, and homelessness are major concerns in Stark County. With your help, Refuge of Hope can continue to provide the vital services needed for those who live in dire circumstances.



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Timken Family Cancer Center at Aultman Hospital was a signature project in our 2019 centennial celebration.

Serving our community for **OVER 100 YEARS**

While a lot has changed throughout our company's 103-year-history, our dedication to our core values has remained through generations. At Schauer Group, we act with **integrity**, we are **independent**, we are always **advancing**, and we have an unwavering **commitment** to the clients, people and community we serve.

The Northeast Ohio region has supported us for more than 100 years, and we are dedicated to giving back to the community that has given us so much. Our craft and expertise are in **risk management**, **insurance** and **employee benefits**, and we work hard every day to leverage our skills and knowledge for the greater good.

Our commitment to community spans our entire team. Our associates **volunteer with more than 30 nonprofits** that support human and social services across Northeast Ohio, and we hold key leadership positions on boards of some of the largest nonprofits

in our region. This year, we helped raise more than \$10 million to strengthen the institutions that keep the fabric of our community healthy.

As we invest in our community, we also continue to invest in **our greatest competitive advantage: our people**. We are focused on attracting and developing top talent and empowering our team to deliver excellent service. We do this by offering purpose-driven work, a collaborative environment, reimbursement for further education, extensive benefits, a hybrid workplace, and a flexible schedule. Our commitment to our culture and our people has allowed us to maintain **our industry-leading 95% client retention rate**, even as we grow.

We are grateful for your support as we keep building a company that will help clients, people and our community thrive for the next 100 years. Thank you for joining us.



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Mentor Stark Mentor Meetup 1/19/23

Signature Education Day 2/9/23

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Stark County Board of Developmental Disabilities

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When a child needs help learning and preparing for what lies ahead, we are there to support them so they can learn to reach their full potential.

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Stark DD provides vital services and high quality support to more than 4,000 people with developmental disabilities.

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Staff: The staff of the Stark County Board of DD is highly qualified and committed. All staff providing direct services to individuals enrolled are certified/registered by either the Ohio Department of Education or the Ohio Department of Developmental Disabilities or a state licensing board.

Find our complete 2021-2023 Strategic Plan at StarkDD.Org



**Stark County
Board of
Developmental
Disabilities**

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