

Vitality 2017

Finding the Value of Emotions
in the Global Workforce

Insights from 1675 leaders & staff members
in 95 countries



What Fuels Key Performance Indicators?

Retention

Productivity

Customer Focus

Future Success

Survey: the most significant driver(s) of these KPIs

Trust → Retention

Motivation + Teamwork → Productivity

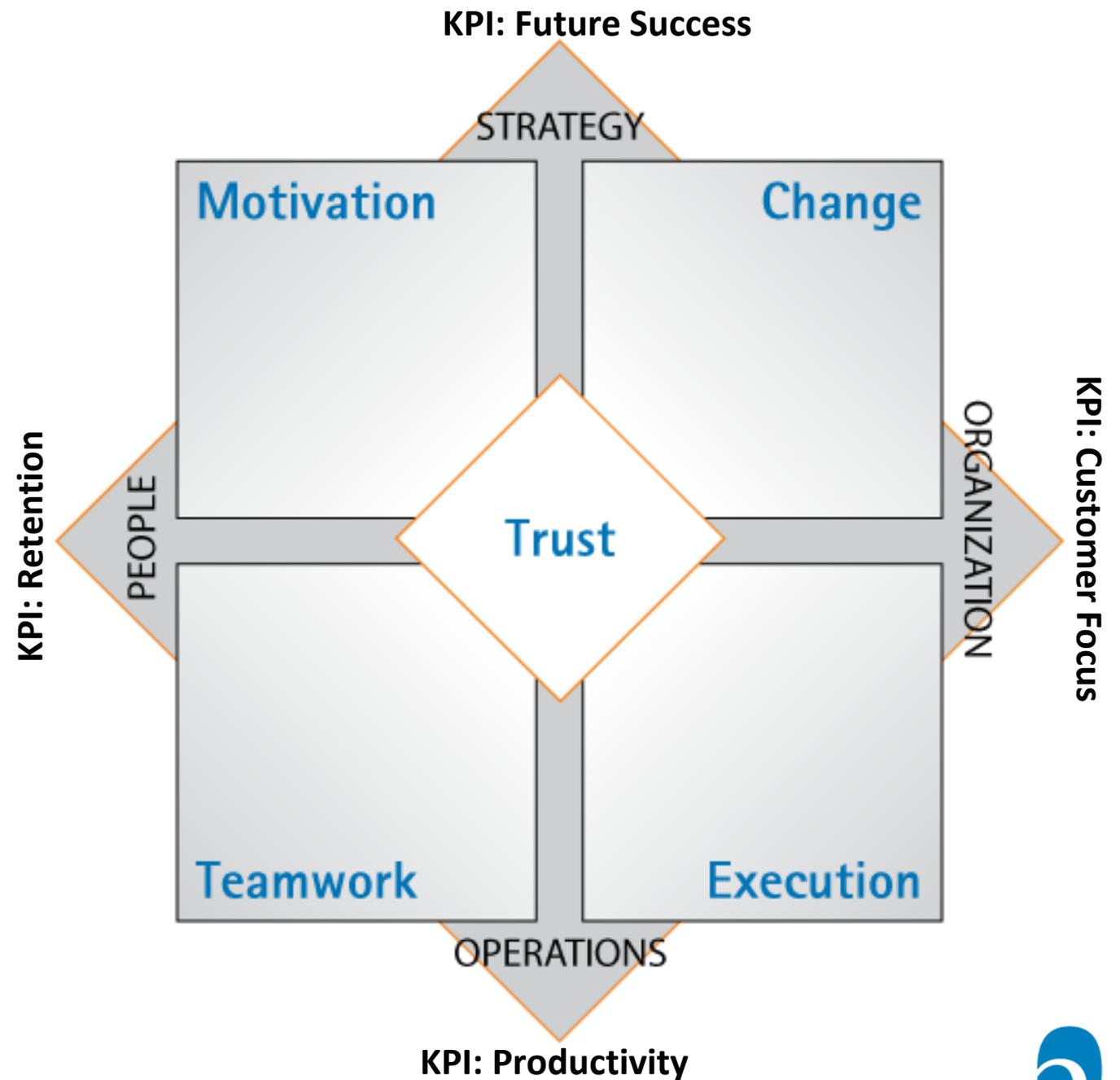
Execution + Trust → Customer Focus

Trust → Future Success



Vital Signs Model

Five Drivers. Four KPIs



Trust at Risk

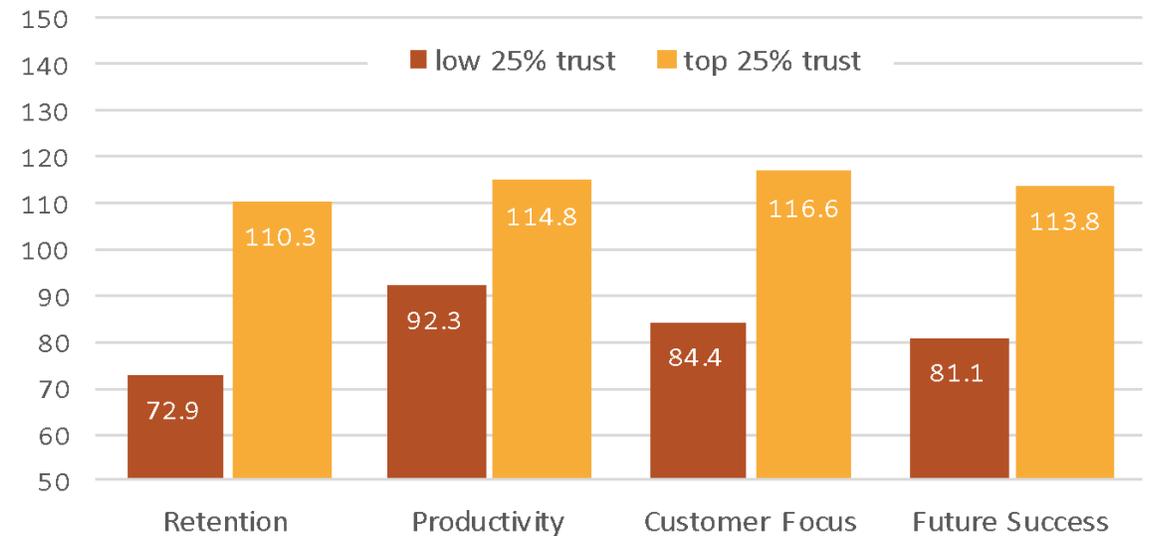
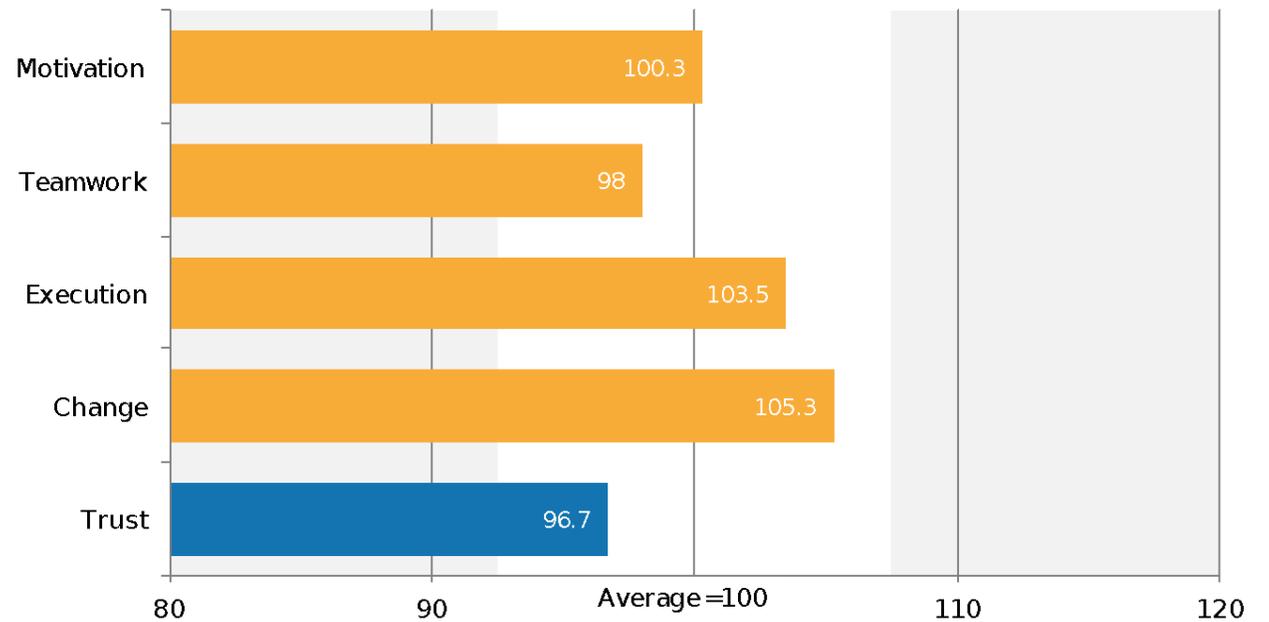
Globally, trust is the lowest score.

Trust predicts 62% of the variation in KPIs combined.



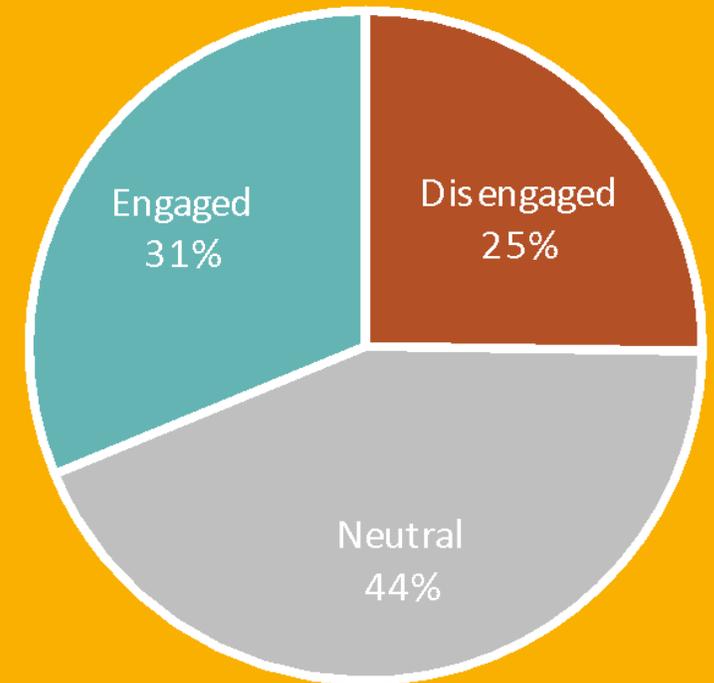
Organizations with trust scores in the lowest 25% vs those in the top 25%

Scores for 2017 - Worldwide



Business Case

Organizational Climate → Engagement → Performance



31% of survey respondents are fully involved & committed

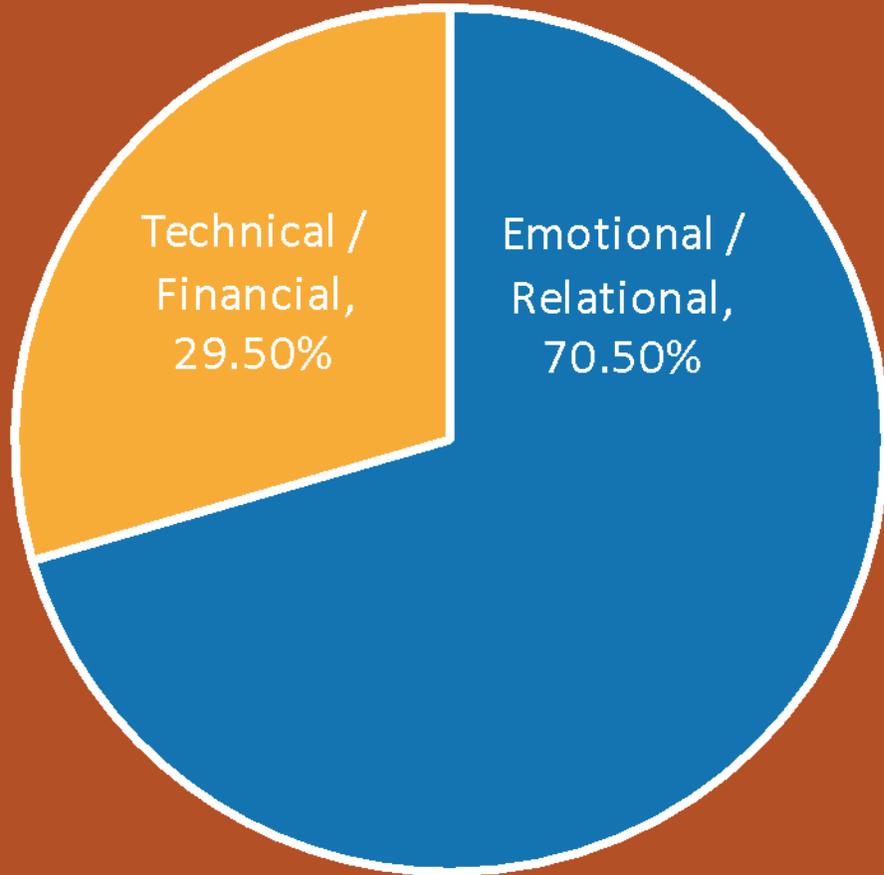


Biggest Barriers (from “What are the top 2-3 issues in your organization?”)

1. Poor leadership/management creating lack of communication, little change, and low trust.
2. People don't have the time, or enough employees on the team, to do the work.
3. Short term focus = lack of planning. The vision / direction / goals are not clear.
4. Can't grow new business without providing better client / customer service.



Where are the top issues?



Mood Matters.

26x more likely to have high trust if you have positive emotional valence (mood) in the org

16x more likely to lose people if you have a negative emotional valence (mood)



How are people feeling at work?

frustration

disappointment
hope
compassion
worry
insecurity
stressed
fear
distrust
frustrated
excited
curiosity
anger
confused
motivated
empathy
anxious
boredom
overwhelmed
time

excitement
uncertainty
fatigue
people
work
lack
confusion
happy
concern
respect
tiredness

anxiety
pride
passion
stress
enthusiasm
care
caring
satisfaction
commitment
dedication
motivation
determination
content

apathy
happiness
joy
change

Larger = more frequent.
Made with wordle.net



“Is emotional intelligence a priority in your organization?”

If NO...

“How are people feeling at work?”

Six most frequent feelings

frustrated	329
anxious	125
stressed	95
happy	83
angry	82
afraid	76



“Is emotional intelligence a priority in your organization?”

If YES...

“How are people feeling at work?”

Six most frequent feelings

excited	140
frustrated	124
happy	117
caring	90
anxious	85
committed	65



“Why is / isn’t EQ a priority in your organization?”



To have the best people we train people and use EQ in leadership SO WE can deliver the mission.

To create a better organizational culture our people and managers need EQ development.

So we can work better with clients and our teams.

To understand people.

It helps us build better customer relationships.

Lack awareness of its importance.

Training isn’t a priority because of lack of time; could be part of leadership training, but need to see a way to improve.

It’s hard to invest when people are so busy and money is tight and people are over-busy.

It’s not clear how it helps the bottom line.

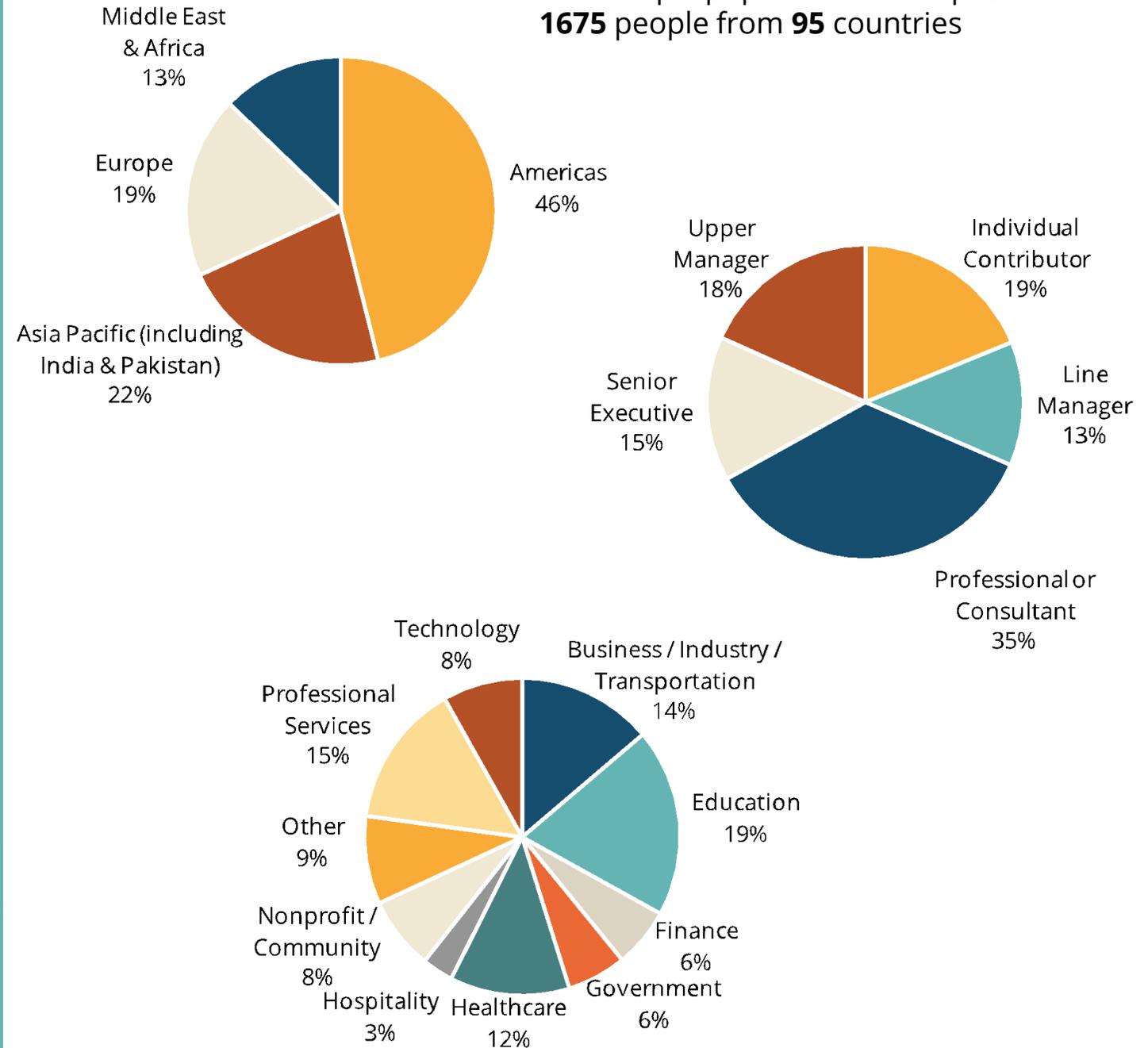
People think it’s only for management.

The culture is resistant to change.

Who took the survey?



The sample population is composed of **1675** people from **95** countries



Mood matters.
Emotions are part of the context for performance.

Trust is crucial.
It's directly tied to performance.
But it's low.

Focus on EQ.
Orgs that do are better with feelings... including trust... and their KPIs are higher.



About the Vitality research



Six Seconds, the global nonprofit organization for emotional intelligence (EQ), began this study in 2006 to track changing views of emotions, EQ and challenges in the workplace. For more information on Six Seconds and how to join the effort to increase EQ in the world, see 6sec.org/about

The study is build around the “Organizational Vital Signs” assessment; a normed, validated tool for measuring and improving workplace climate. See 6sec.org/vs

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