



Creating Sustainable Performance

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IMPROVEYOU

College of Engineering Staff Mentoring Program

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About me

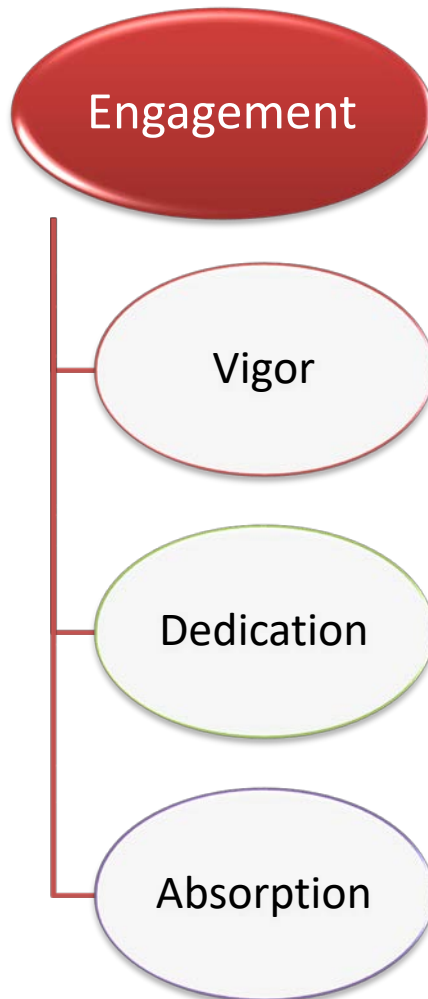
- Wen Chang, Ph.D., CHE
 - Hospitality Administration,
University of Nevada, Las Vegas
- Research Interest
 - Employee motivation and retention
 - Positive psychology
 - Psychological contract
 - Thriving
 - Hospitality education



Employee happiness?



Engagement



A positive, fulfilling, affective-motivational state of work related well-being & the antipode of job burnout.

Or

The relationship of an employee with his or her work

High level of energy and mental resilience while working

Strong involvement in one's work; pride and significance

Being fully engrossed in one's work

12 ways to self-check engagement

Gallup's Q¹² survey

- I know what is expected of me at work. (*role clarity*)
- I have the materials and equipment I need to do my work right. (*material resources*)
- At work, I have the opportunity to do what I do best every day. (*opportunity for skill development*)
- In the past seven days, I have received recognition or praise for good work. (*social support, positive feedback*)
- My supervisor, or someone at work, seems to care about me as a person. (*supervisor support*)

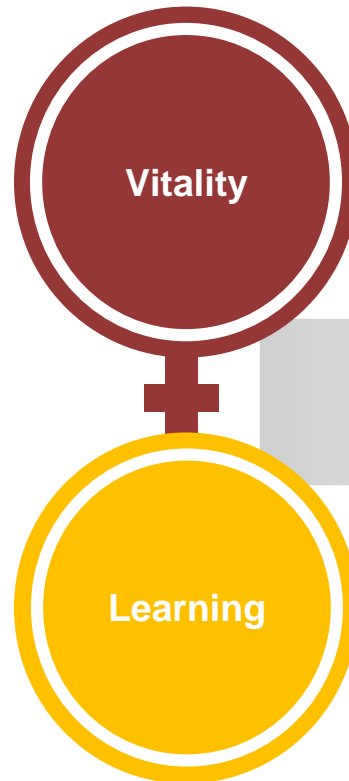
12 ways to self-check engagement

- There is someone at work who encourages my development. (*coaching*)
- At work, my opinions seem to count. (*voice*)
- The mission or purpose of my company makes me feel my job is important. (*meaningfulness*)
- My associates or fellow employees are committed to doing quality work. (*quality culture*)
- I have a best friend at work. (*social support*)
- In the past six months, someone at work has talked to me about my progress. (*feedback*)
- In the past year, I have had opportunities at work to learn and grow. (*learning opportunities*)

Thriving

The sense of being
alive, passionate,
and excited

The growth comes
from gaining new
knowledge and skills



Thriving

A sense of progress or
forward movement in
one's self development

Thriving vs. Engagement

Thriving

Engagement

Learning

Vigor,
Vitality

Dedication,
Absorption

Sprinter?
Marathon
runner?

Engagement is more focused on performance in the present state while thriving is more **improvement-focused**.

Attention!

- The two components of thriving must both present.
- One without the other is unlikely to be sustainable and may even damage performance.
- The combination of the two components leads to employees who deliver results and find ways to grow.



Empirical studies on thriving

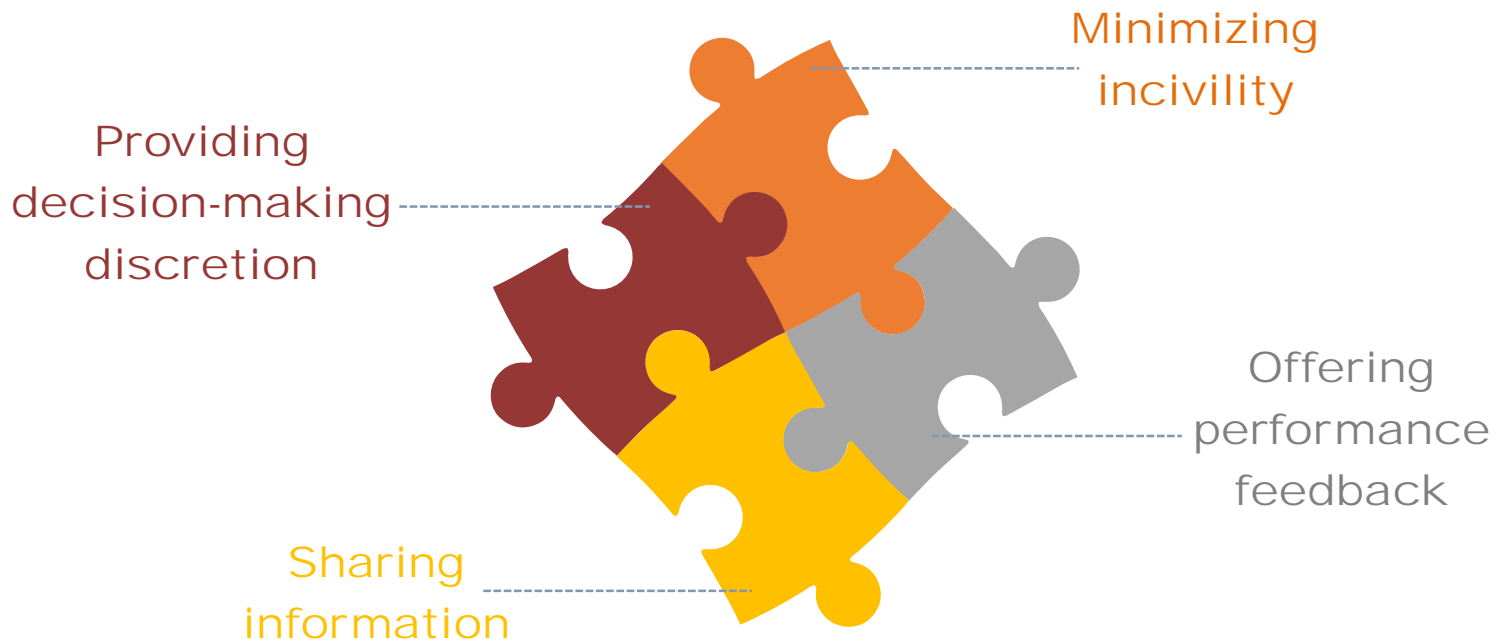
- Thriving employees demonstrated 16% better overall performance and 125% less burnout. They were 32% more committed to the organization and 46% more satisfied with their jobs.
- Thriving positively associates with employee career satisfaction and intention to stay.

Empirical studies on thriving cont.

- People who were with higher energy and high learning were 21% more effective as leaders than those who were only high energy.
- Leaders' characteristics such as transparency and ethics magnifies the relationship between employee perceived contract fulfillment and career satisfaction through thriving, especially through vitality.

Creates a thriving environment

The four mechanisms



Provide decision-making discretion

- Employees at every level are encouraged by the ability to make decisions that affect their work (autonomy).
- Empowerment of leaders/managers gives employee a greater sense of control.
- Managers should avoid cutting back empowerment because of mistakes
- Examples from industries
 - Alaska Airline
 - Southwest Airline
 - Facebook



Sharing information

Alaska Airlines

Using road show/training classes to help employees share ideas. Employee pride rate went up to 90%.

Zingerman's business

Instituting open book policy to increase employee's sense of ownership and performance.

Sharing information (Transparency)

Employees contribute more effectively when they understand how their work fits with the organization's mission and strategy.

Zingerman's business/ Whole food/ YRC Worldwide

Adopting open book management.

Minimizing incivility

- Uncivil behaviors at work
- Incivility prevents people from thriving
- Employees are likely to narrow their focus to avoid risks and lose the chances to learn.
- If you hire for civility, you're more like to breed it into your culture.



Caiman Consulting, Washington

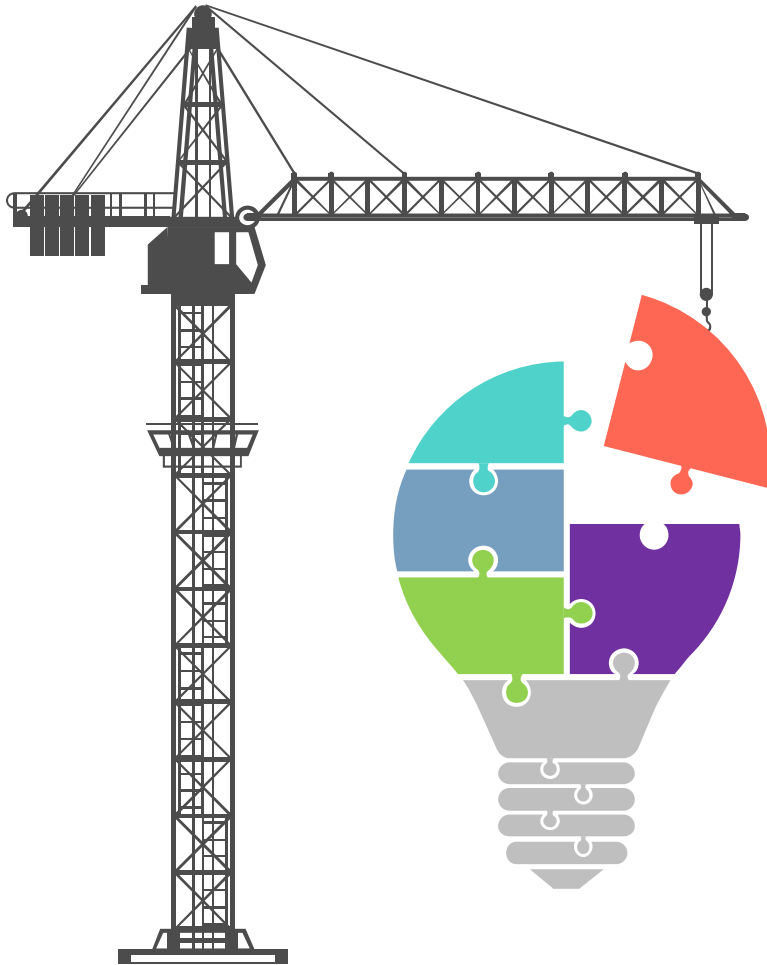
Caiman Consulting checked employee's background of civility in its hiring process, which result high retention rate.

Offering performance feedback

- Feedback creates opportunities to learn and energy.
- By resolving feelings of uncertainty, feedback keeps people's work-related activities focused on personal and organizational goals.
- Examples:
 - Quicken Loads – Near-real-time information sharing (Kanban Board)
 - O'Melveny & Myers
 - 360-degree evaluation



Individual strategies for thriving



Take a break



Craft your own work to be more meaningful



Look for opportunities to innovate and learn. Break out of the status quo



Invest in relationships that energize you



Recognize that thriving can spill over outside the office

Summary

- Do not focus on engagement only, be engaged and thriving at the same time
- Each of the four mechanism provides a different angle for thriving.
- Learn to self-check your thriving level at work, use the individual strategies to restore thriving as needed.

Thank You!



Major references

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