ACTIVATE
2023 | NATIONAL WELLNESS CONFERENCE

Future of Well-being in the Workplace

Leverage Emerging Trends and Data to Deliver Value

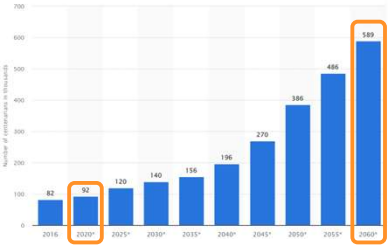
Julia Suzuki, CWP

Agenda

WHAT?	SO WHAT?	NOW WHAT?
• Trends • Emerging Trends	• Future of Work calls for a new kind of leader • Opportunity to play more critical role by learning People Analytics and Artificial Intelligence (AI)	• Profile of the future well-being leader • Day in the life of well-being leader / professionals • Call to Action: How to prepare for the future well-being leader / professionals

WHAT?

People might be living longer, but are not healthier



Source: Statista Research Department (link)

Source: U.S. Dept. of Health and Human Services (link)

According to Statista Research Department, the number of **centenarians in the United States** will greatly increase:

- **2060: 589,000** centenarians
- **2020: 92,000** centenarians

↑ **% Increase: 540%**
↑ **Annual Growth: 13.5%**

Surgeon general declared the **loneliness epidemic** presenting **threats to our health and well-being** and called for action:

- Health risks is as **deadly as smoking up to 15 cigarettes a day**
- Lack of social connection has **serious consequences**
- **1 in 2 adults** report experiencing **loneliness** in the U.S
- More than **1 in 6 adults** are **depressed** in the U.S.

4

How employees feel matter!

77%

Of employees have experienced **feelings of burnout** at work according to Deloitte's external workplace survey

Deloitte.

Source: link

4 in 10

U.S. employees say their **job is negatively impacting** their **mental health**

workhuman® GALLUP

Source: link

1 in 2

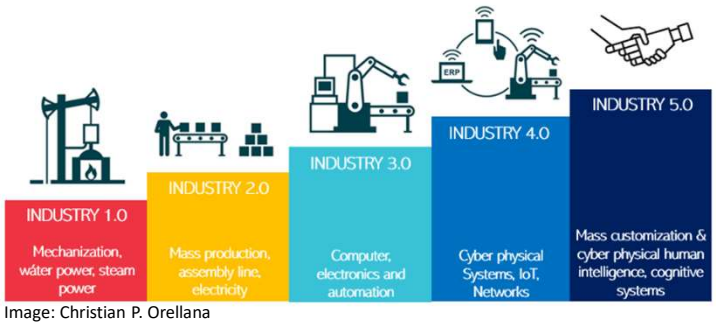
U.S. employees are open to **leaving their organization**

GALLUP

Source: link

5

We now live in a New Era of Artificial Intelligence (AI), also known as the 5th Industrial Revolution



1784 Image: Christian P. Orellana Future

FROM: Physical labor → **TO: Cognitive labor**

Valued skills:

- Speed
- Volume
- Efficiency

- Asking the right question
- Self-motivation and wellness
- Empowering

McKinsey & Company

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Implications to Future of Work

50%

Of **global population** needs **new skills** to meet shifts in demand driven by new technologies. By 2030, this figure may grow to as high as 90%.

Source: link

Millions

Of **workers globally** will need to **change occupations** **by 2030**.

Source: link

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Implications to Future of Work

23%

- Of jobs are expected to change by 2027; **69 million new jobs** created while 83 million jobs eliminated. The fastest-growing roles are driven by **technology, sustainability** and digitization.

Source: link

40%

- Of all **working hours** **across industries** can be **impacted by AI**. This means that the work will be done very differently.

Source: link

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SO WHAT?

Future of Workplace calls for 3 Things

New Kind of Leader who:

- Has the 'well-being starts with me' mentality
- Treats his/her/their own and teams' well-being as a business priority
- Creates psychologically safe environments in the workplace

Well-Being Measurement Mechanism that incorporates:

- **Self-perceived** health and well-being
- **Team** engagement and collaboration
- **Business** performance and impact
- **Customer** satisfaction and retention
- **Benchmark** (where we are today vs. industry standards or best practices)

Systematic Change that

- Enables a culture of health and well-being in the workplace
- Challenges the status quo and reimagines new way of doing things
- Takes external factors into account that may influence the system such as society, ethics and bias

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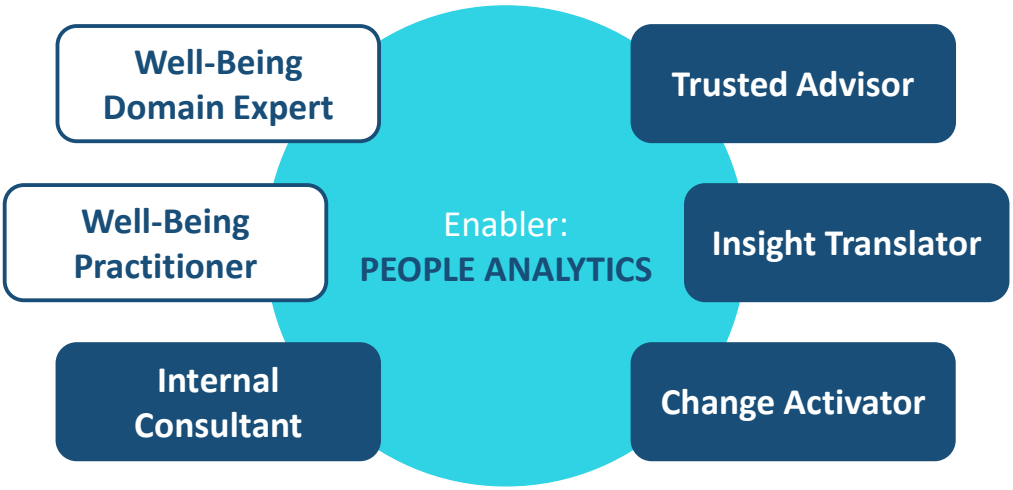
Profile of Future-Ready Well-Being Leader

Future Well-Being Professionals wear multiple hats and are Data-Driven



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Adam Grant
Author, Organizational Psychology Professor

Wharton
University of Pennsylvania

"Every **opinion** you hold at work is a **hypothesis** waiting to be tested. And every **decision** you make is an **experiment** waiting to be run."

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What a leading expert in people analytics says about Trusted Advisor

Dr. Konstantin Tskhay
VP, Organizational Effectiveness

TOP HAT

"It's time for HR professionals to **embrace People Analytics.**"

"Support recommendations with data; learning analytics is a must to be a **Trusted Advisor**."

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Trusted Advisor knows what matters to C-suite executives to get buy-in

WHAT MATTERS to C-Suite Executives

Chief Executive Officer (CEO)
Company Valuation

Chief Human Resources Officer (CHRO)
Retention & Labor Laws

Chief Well-Being Officer (CWBO)
Employee Well-Being

Chief Strategy Officer (CSO)
Revenue Growth

Chief Officer (COO)
Efficiency & Productivity

Chief Financial Officer (CFO)
Revenue & Cost

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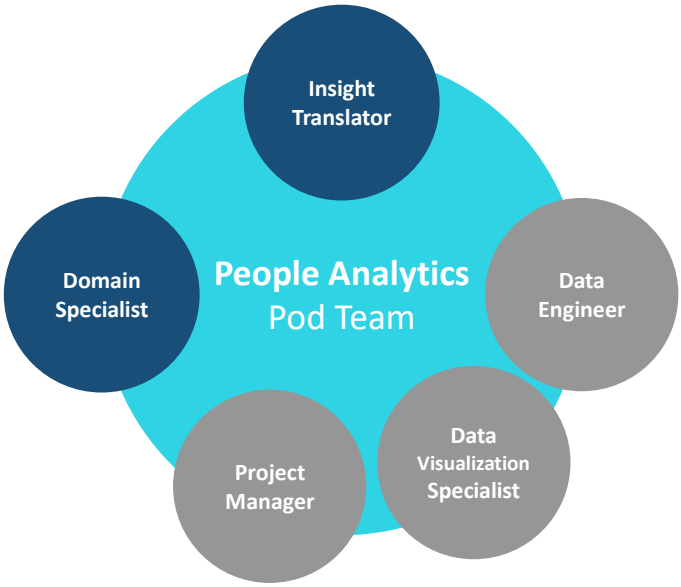
Imagine you are part of a People Analytics Team



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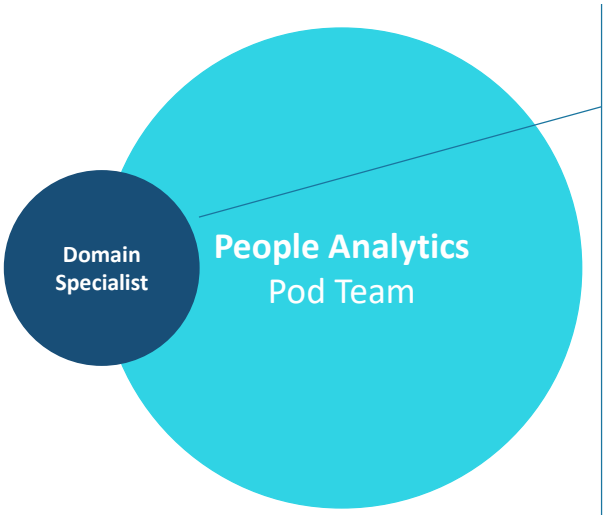
Role and Responsibilities of Domain Specialist



- Serve as the **custodian** of **people data**; treat people data as business data and enforces ethics and security on people data (i.e., data governance)
- Speak the **language of the business & HR** to understand their challenges and pain points
- Identify **key drivers** for business outcomes needed to develop analytical models for **predictive analytics**

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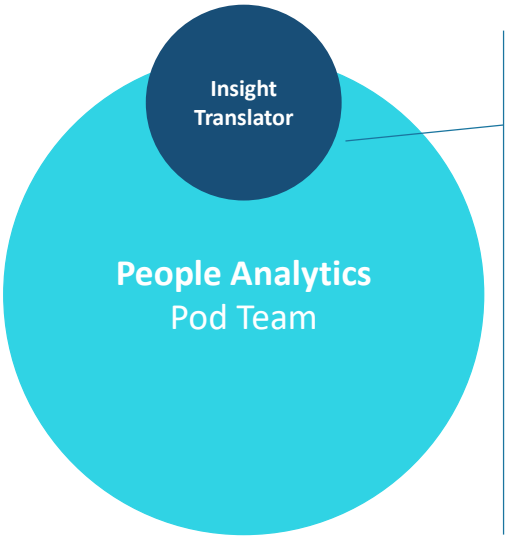
Role and Responsibilities of "People" Insight Translator



- **Translate** insights generated from data and link to **business outcomes**
- Inform and **empower** key stakeholders to **make data-driven decisions** by providing clear and **actionable recommendations based on the data**
- Make key insights available to everyone to **inspire action**

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What a leading expert in people analytics says about Change Activator

Kanwal Safdar
Senior Director, People Analytics

Microsoft

"The future should be **Actionable**. Knowing is only part of the journey.

Show **early wins with ROI** to build a **pipeline of future work**."

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What is People Analytics? What is it to do with Well-Being?

People Analytics = Data Analysis + People Data

AIHR identified one of the 7 Pillars of People Analytics is: **Employee Wellness, Health & Safety Analytics**

Source: AIHR (https://www.aihr.com/blog/people-analytics/)

Well-Being Analytics = Data Analysis + Well-Being Data

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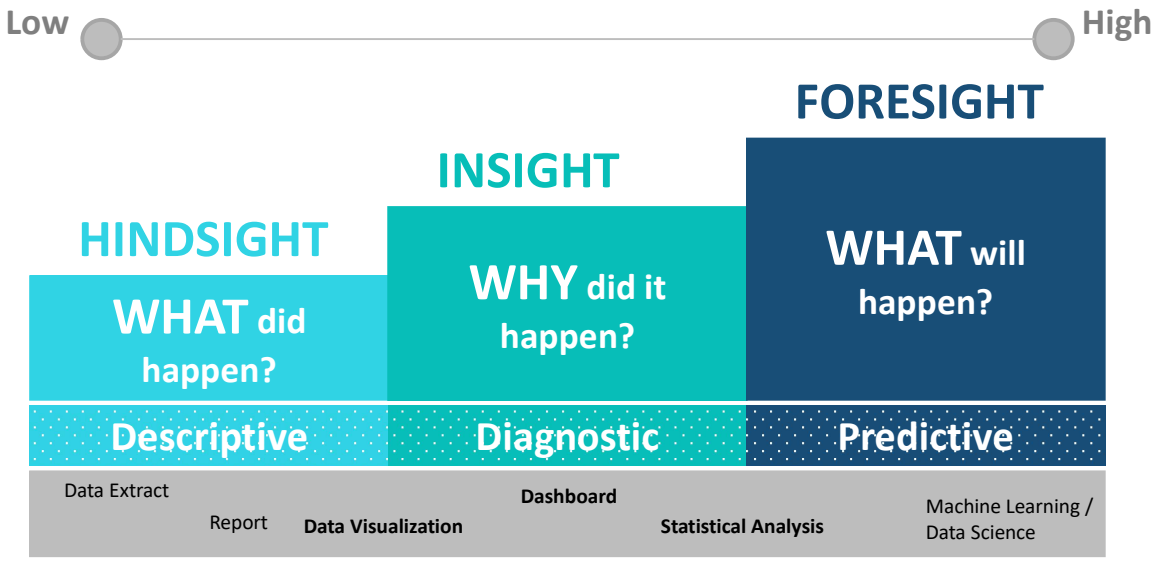
PEOPLE Analytics Maturity



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Case Study:
Workplace Health & Well-Being Challenge

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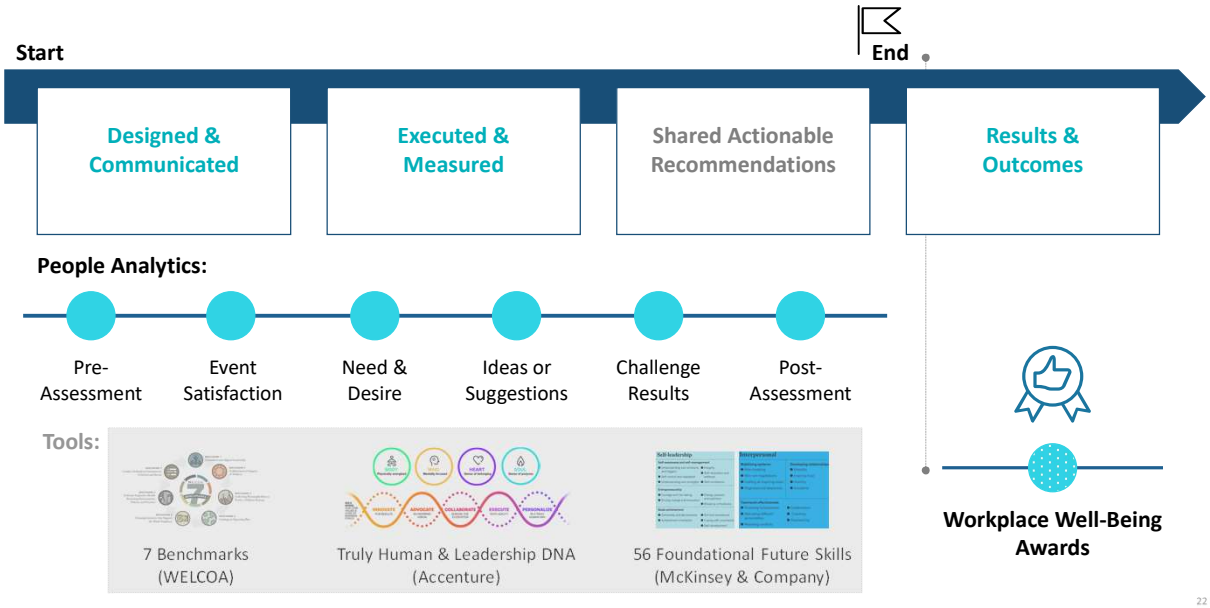
“Reimagine Well-Being Challenge” Process



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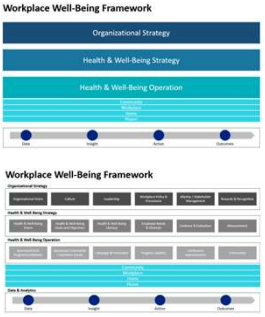
Designed the Reimagine Well-Being Challenge & Communicated to the Community

Defined **Health & Well-Being Vision**

Defined **Well-Being & Measurement Goals**

Defined **Workplace Well-Being Framework**



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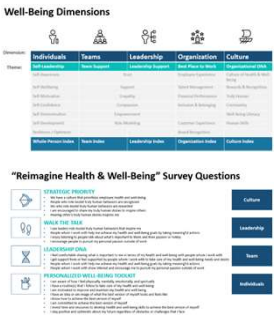
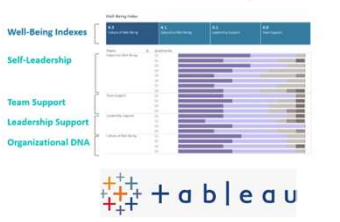
Executed Well-Being initiatives & Measured Outcomes

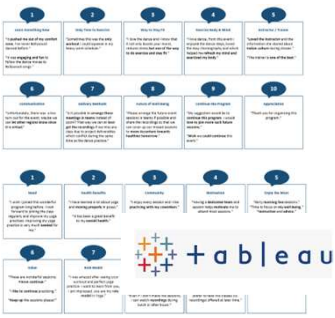
Defined **Well-Being Dimensions** and **Survey Questions**

Visualized **Quantitative Well-Being Measurements**

Captured **Qualitative Well-being Measurements**







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Resulted in receiving the Workplace Well-Being Awards

STATE OF MICHIGAN
OFFICE OF THE GOVERNOR

January 31, 2023

Ms. Julia Suzuki
Workplace Wellbeing Champion

Dear Ms. Suzuki:

On behalf of the Michigan Department of Health and Human Services (MDHHS), I am pleased to recognize [redacted] **2022 Gold Level Michigan Healthy Worksite Awardee.**

The Michigan Healthy Worksite Award is designed to acknowledge outstanding accomplishments in workplace well-being. It distinguishes [redacted] model for other Michigan businesses that seek to develop and enhance a culture of health, by focusing on the work environment along with organizational practices and policies.

I applaud the time and effort your organization has invested in utilizing the MDHHS Designing Healthy Environments at Work tools to build a workplace well-being program that can have a positive impact on employee health.

Thank you for your leadership.

Sincerely,

Gretchen Whitmer
Governor

State-Level Workplace Awards

National-Level Workplace Award

- Michigan Awards
- Commandment Letter from the governor

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Common Issue with Well-Being Data

Small Sample Data is biased, affecting the quality of insights

image created with: Flyer Maker

Small Sample Size

Biased Data

Quality of Insights

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Lessons Learned & Opportunities

In order to be successfully in **leading for well-being**, **Employee-Centric Approach** needs to be taken.

1. Leading for well-being must be a full-time job
2. Insights helps identify opportunities
3. Data must exist to generate insights

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Employee-Centric Approach means to be Obsessed Over Employees

Jeff Bezos
Founder

amazon

~~customers~~ **employees**

"Obsess over ~~customers~~. If we start to focus on ourselves instead of focusing on our ~~customers~~, that will be the beginning of the end."

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What Chat-GPT said about "Employee-Obsessed"

"Cultivating a thriving work environment requires more than just satisfied employees; it demands an unwavering dedication to becoming **employee obsessed**, where **their growth, well-being, and success become the heartbeat of the organization**."

ChatGPT

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Resource #1

World Wellbeing Movement & Wellbeing Research

The **World Wellbeing Movement** is a global coalition established in July 2022 with **goals** to:

- **Promote the measurement of wellbeing in companies** and
- **Make wellbeing a key pillar of the 'S'** in Environmental, **Social**, and Government (ESG).

Wellbeing Research Centre published research papers that describe **relationships** between:

- **Employee Wellbeing** and their **Business Outcomes** (recruitment, retention)
- **Employee Happiness** and **Customer Satisfaction**
- **Workplace Wellbeing** and **Organizational Financial Performance**

Source: link

Source: link

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Hypothetical Use Case:
Data-Driven Workplace Well-Being

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Imagine we are back in Mar 2020

CNN health

Experts warn of urgent need for Covid-19 mental health research

By Amy Woodyatt, CNN
Updated 6:31 PM EDT, Wed April 15, 2020

America's mental health Covid-19 recovery needs to start now

Opinion by John R. Kasich and Henry Harbin
Published 5:09 PM EDT, Mon April 13, 2020

CNN

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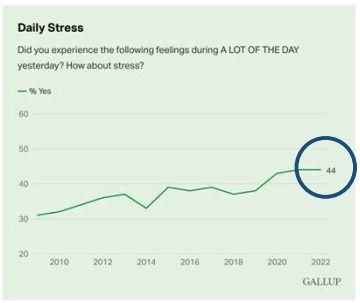
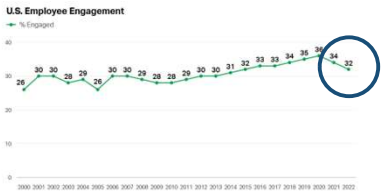
Problem Framing





Premises:

- We spend 1/3 of our lives (90,000 hours) at work over a lifetime.
- Workplace is the fifth leading cause of death in the United States.

Belief:

- **Prioritizing the health and well-being** of our employees is not only the **right thing to do**, but a **business imperative**.

External Data Points:

- **44 %** of employees worldwide said they experienced a lot of stress the previous day.
- **32%** of employees in the United State said they are engaged.

Assumptions:

- Everyone wants to feel healthy and fit to perform their best.
- When employees perform their best and do meaningful work, our business outcomes and customer satisfaction will improve.

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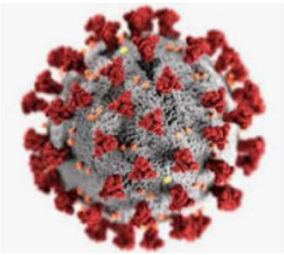
Questions to address by Data



Coronavirus
(COVID-19)

1. What is the current state of well-being of our people?
2. What interventions are working and not working?
3. What opportunities and risks exist?

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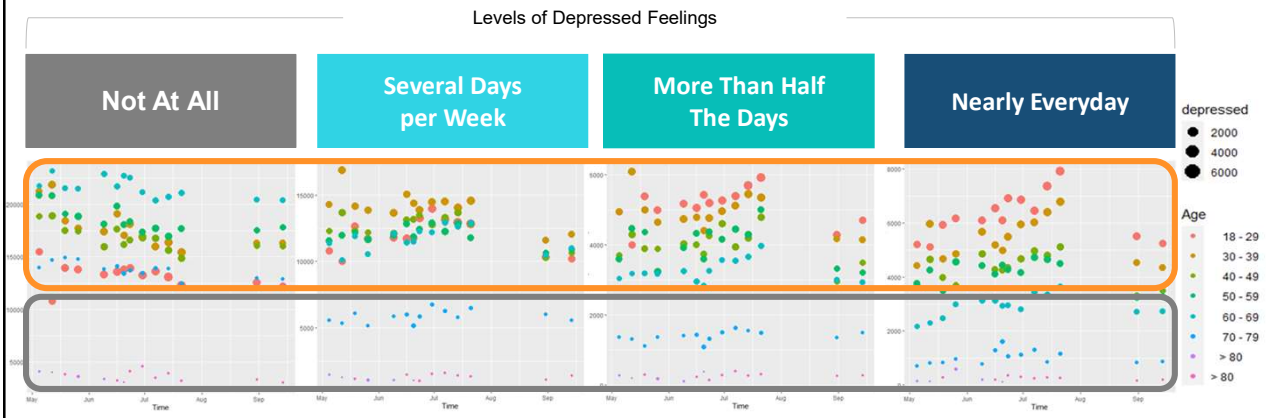
Illustrative

1

Data Visualization showed that Younger Employees are impacted by COVID-19 than Older Employees



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Illustrative

1

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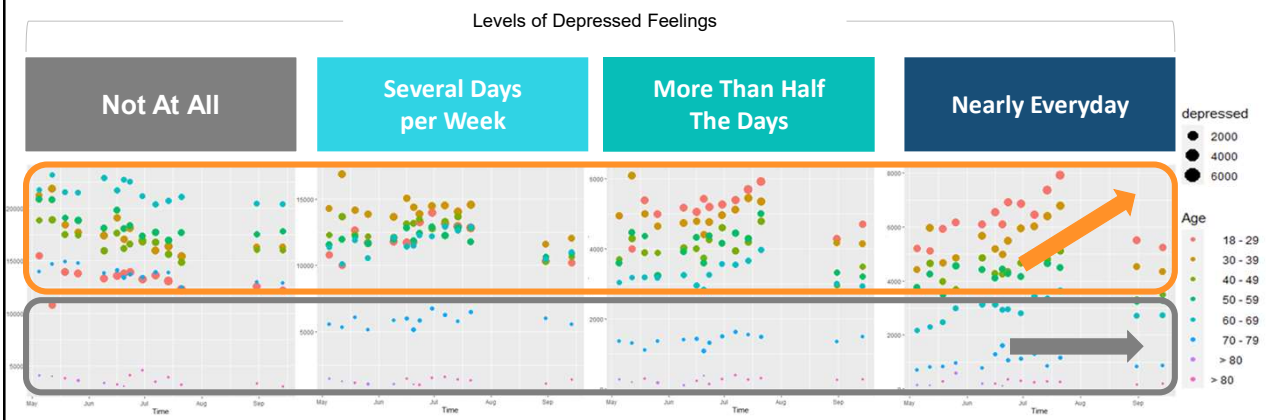

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Illustrative

1

Statistical Hypothesis Test confirmed that there was a relationship between Age and Depression

H_0 : *There is no relationship between Age and Depression*
H_a : *Age and Depression are related*

Method 1

```
> expected
           [,1]     [,2]      [,3]      [,4]
[1,] 13308492  8371565 2942240.9 3448323.4
[2,] 17311555 10889649 3827237.9 4485545.1
[3,] 15731130  9895499 3477837.6 4076045.9
[4,] 16652870 10475310 3681615.8 4314875.2
[5,] 17461025 10983671 3860282.7 4524273.8
[6,]  9821033  6177816 2171233.5 2544698.3
[7,]  2208941  1389511  488352.6  572352.2
> chi <- sum((expected - as.array(depressed.feeling))^2/expected)
> chi
[1] 10466706
> 1-pchisq(chi,df=18)
[1] 0
```

Statistical Test Method: Chi-Square Test

Method 2

```
> chisq.test(depressed.feeling)

        Pearson's Chi-squared test

data:  depressed.feeling
X-squared = 10466706, df = 18, p-value < 2.2e-16
```

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Illustrative

2

Qualitative Data Analysis helped identified what's working and not working

Future of Well-Being

"Please arrange the future event sessions in teams if possible and share the recordings so that we can cover up our missed sessions to **move us towards healthier tomorrow**."

Community

"I enjoy every session and I like **practicing with my coworkers**."

"It created a great **community**. I look forward to participating in the future sessions.

Health Benefits

"I have learned a lot about **moving my body properly**."

"It has been a great benefit to my **overall health**."

Motivation

"Having a **dedicated team** and session helps **motivate** me to attend most sessions."

Barriers

"**Offshore meetings** prevented me from practicing."

"Sometimes this was the **only workout** i could squeeze in my heavy work schedule."

Recorded Videos

"I value the sessions and even like the **videos** when the instructor is not available."

"Even if I don't make live sessions, I can watch **recordings** during lunch or after hours."

Enjoyed the Most

"Early **morning live** sessions."
"Time to focus on **my well-being**."
"**Instruction** and **advice**."
"**Casual** approach, try **something new**, **consistent schedule**."
"**Variety** and attention to **individual's needs**."

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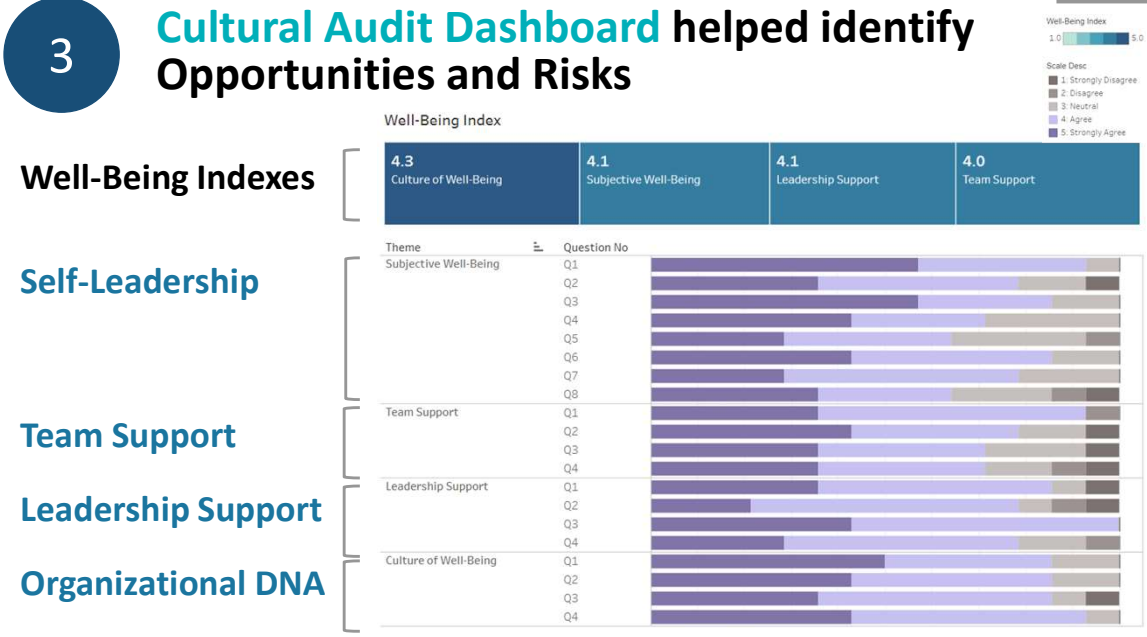
Illustrative

3 Cultural Audit Dashboard helped identify Opportunities and Risks



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Lessons Learned & Opportunities

It requires **resources** (time & efforts) to develop a comprehensive end-to-end assessment solution.

1. Off-the-shell solution can expedite launch process
2. Turning data into action can be accelerated
3. Resources can be reallocated to create value

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Resource #2

McKinsey's Employee Health Platform offers the solution!

Employee Health Platform enables organizations to **deploy the assessment tool** to measure the health and well-being of employees, **implement recommended interventions**, and **access global research insights**.

Employee Health Platform

McKinsey Health Institute

Health & Well-Being Assessment

Find out where your organization stands today

Plan of Actions

Explore our evidence-based intervention library

Research Resources

Browse MHI's latest employee health research

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Future Use Case:
Embedding well-Being into Employee Life Cycle

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Luka Babic
Founder

orgnostic

"To design a successful people strategy, leaders must think about the **experience** they create for your employees in **employee life cycle**.

Measuring the employee life cycle provides contextualized, data-driven insights that help create a positive and **continuous employee experience**, leading to employee well-being."

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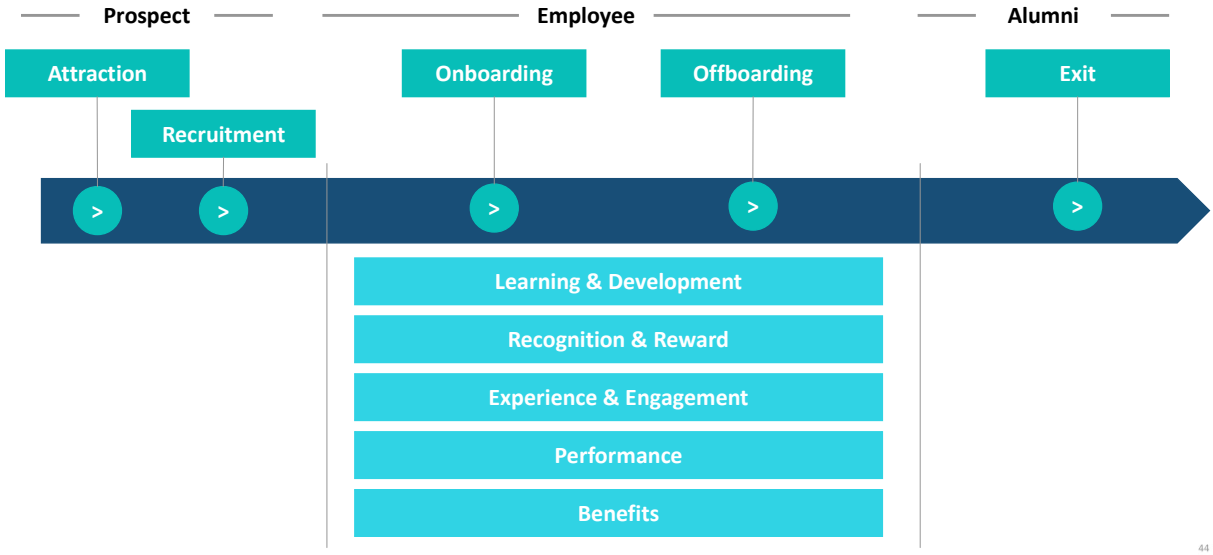
Opportunities to embed Well-Being into Employee Life Cycle can be identified by leveraging People Analytics



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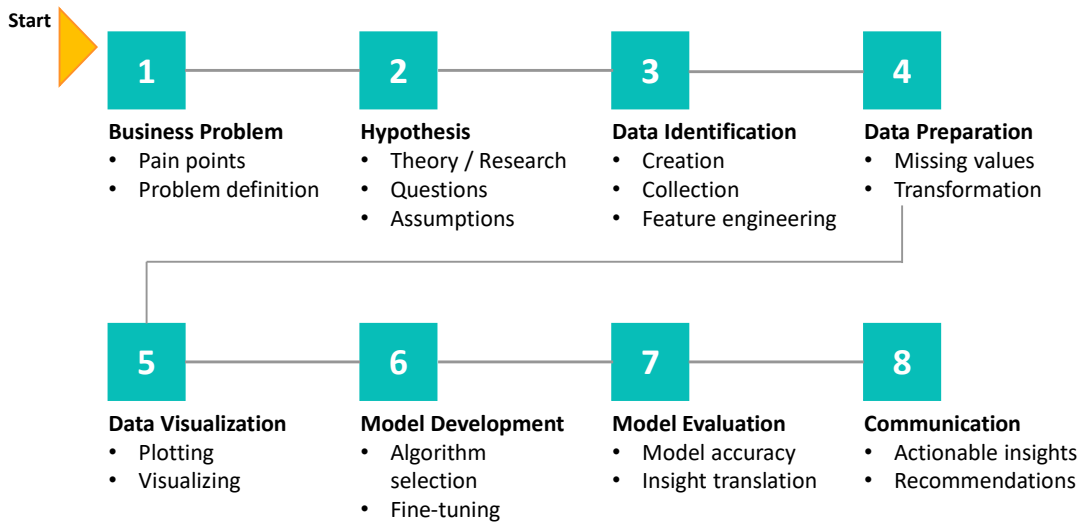
Data-Driven Well-Being Professionals play a critical role in People Analytics Project Life Cycle



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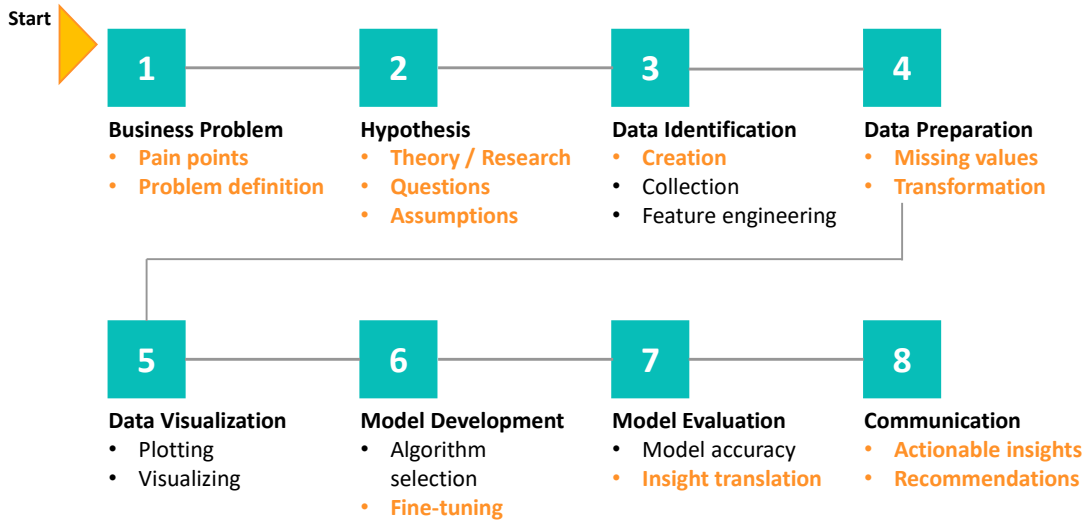
Opportunities to add values in People Analytics Project Life Cycle are highlighted in Orange



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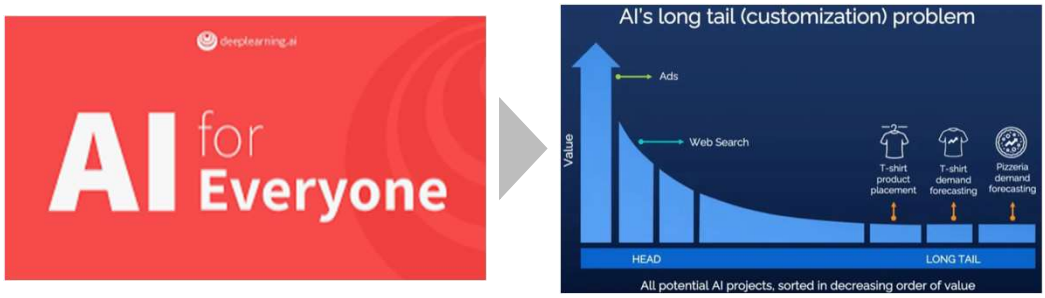
Domain Knowledge is becoming more critical as it is used to develop AI-applications in the new era of AI

"Generative AI promises to empower every kind of business, including smaller companies and those that have historically lagged in tech maturity," according to Andrew Ng.



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Call to Action

3 Things to Activate to prepare for the **Future Well-Being Leader / Professionals**:

1. Future-proof by learning People Analytics
2. Future-proof by learning Artificial Intelligence
3. Elevate well-being by joining the Movement

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Why Join the Movement?

Culture is like the **wind**

Systematic approach to Culture Change needs to happen through a Movement, not a mandate.

- Culture is a collective reflection of **believe, norms and habit**; "how things are done around here"
- Every culture in organization is different
- Significant change can be achieved from movement

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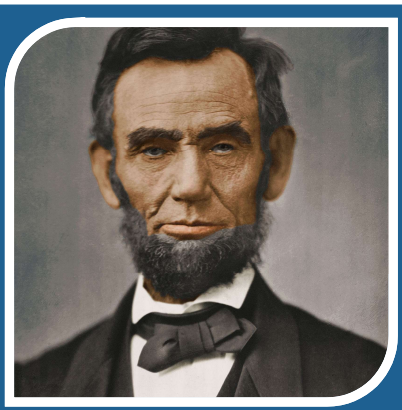
NOW WHAT?

We live in a world of uncertainty today



Abraham Lincoln
16th President of the United States

"The best way to predict the future is to create it."

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Humans will live longer than Most Big Companies. We must take ownership of our own professional development.

75%

Of S&P 500 companies will **disappear by 2027**.

< 18 Years

Is the **average life-span** of S&P companies.

McKinsey & Company

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Call to Action

Disrupt ourselves (instead of being disrupted) by creating our own path!

1. Focus on creating a Career Portfolio
2. Start small by leveraging available Resources
3. Keep the Momentum and Celebrate Small Wins

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Resources

Getting Started with People Analytics

$: <$30
$$: < $160
$$$: < $800
$$$$: < $2,000

Platform Name	Course Name	Released	Level	Cost	Type
orgnostic	People Analytics Masterclass Series	May 2022	All Levels	Free	Recorded
Stanford Continuing Studies	People Analytics by Dr. Amit Mohindra	Next session to be announced	All Levels	$$$	Online Live
joshbersin academy	People Analytics by Josh Bersin	-	Introduction	$	Recorded
LinkedIn LEARNING	People Analytics by Josh Bersin	May 2019	Introduction	$$	Recorded
LinkedIn LEARNING	The Data Science of People Analytics by Dr. Serena H. Huang	Sep 2022	Intermediate	$$	Recorded
Practical People Analytics	Practical People Analytics by Dr. Konstantin Tskhay	-	Intermediate	$$	Recorded
UNIVERSITY OF CAMBRIDGE The Psychometrics Centre	People Analytics Transforming HR Strategy with Data Science	-	Intermediate	$$$$	Recorded + Online Live

People Analytics Master Class by Orgnostic

People Analytics By Dr. Amit Mohindra

People Analytics By Josh Bersin Academy

People Analytics By Josh Bersin

Practical People Analytics By Dr. Konstantin Tskhay

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Best Practices shared by Leading Experts in People Analytics

Business Acumen	Understand the business to offer **Insights that Business Cares About**
Strategic Relationships	Establish **strategic relationships** early to proactively identify **Business Problems**
Demand	Show **early wins with ROI** to build a **pipeline of future work**
Activation	The future should be **Actionable**. Knowing is only part of the journey.
Success Factors	Think **Change Activation** early and gain **Engagement from Stakeholders**
Insights	Embed insights to **Strategy and Tactics** to make better decisions and empower people
Design Principles	Apply **Design Principles** when telling a story with data (e.g., less is more)
Survey Questions	If you are **Not Ready to Act** on participant's responses, **Don't Ask Questions**

Lecturer and Guest Speakers,
People Analytics Course offered through Stanford Continuing Studies in Spring (Apr 18 – Jun 6, 2023)

From left to right: **Dr. Amit Mohindra**, Takeda; **Dr. Craig Starbuck**, Roku Inc; **Kanwal Safdar**, Microsoft; **Joseph Ifiegbu**, eqtble; **Dr. Serena H. Huang**, Data With Serena, ABE.work; **Nicholas Garbis**, Ford Motor Company; **Dr. Sue Lam**, The Coca-Cola Company; **Dr. Alexis Fink**, Meta

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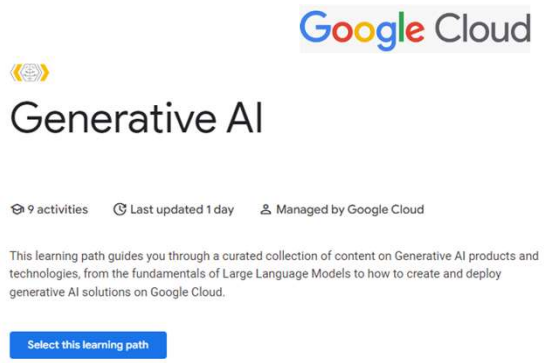
Getting Started with Generative Artificial Intelligence (AI)



11 **Free** Generative AI courses

https://www.cloudskillsboost.google/journeys/118

4 **Free** Generative AI courses

https://www.deeplearning.ai/short-courses/

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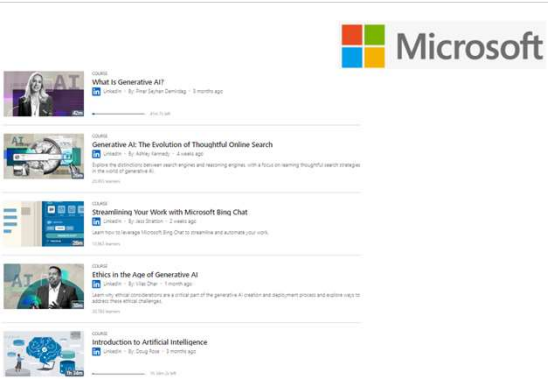
Getting Started with Artificial Intelligence (AI)



5 **Free** AI courses

https://www.searchenginejournal.com/microsoft-launches-free-ai-training-to-address-skills-gap/490900/#close

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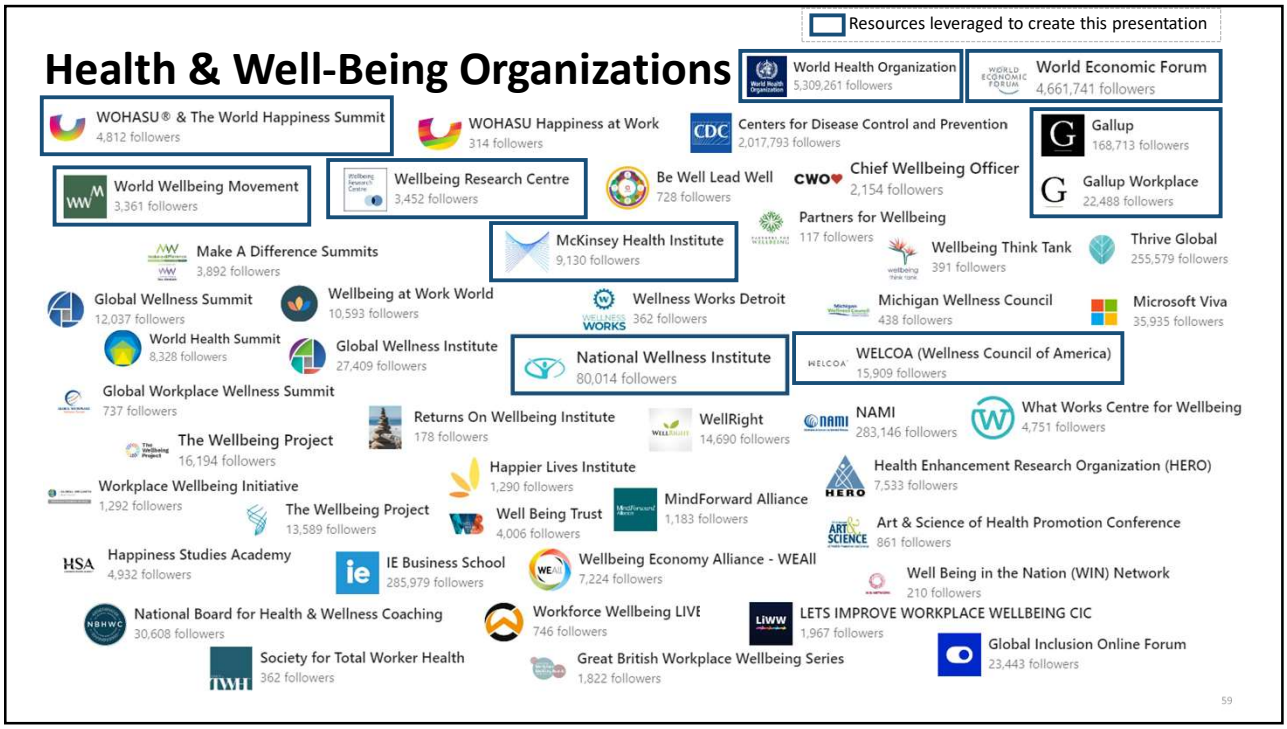

Thank you!

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