



THE REAL COST OF COMPLACENCY

How disengagement can torpedo your balance sheet.

Complacency in the workplace can have a devastating effect on growth, with Gallup estimating in its *State of the Global Workplace: 2022 Report* that **low engagement costs the global economy US\$7.8 trillion and accounts for 11% of GDP globally.**

The Gallup findings cite a strong link between engagement and performance outcomes, such as retention, productivity, safety and profitability, noting that business units with engaged workers have 23% higher profit compared with business units whose employees are disengaged.

Ultimately, Gallup notes that the reasons for poor engagement and resulting burnout have one thing in common: **a bad boss who ignores, disrespects and fails to support their people.** While many companies focus on creating work-life balance to improve engagement, the real fix is better leadership, with managers becoming better listeners, coaches and collaborators.

What can organizations do to improve engagement and reduce burnout?

Organizations should **focus on the whole person, not just the person's work.** A well-rounded awareness of how a person is doing can help alert managers to warning signs when someone is becoming disengaged or burned out. **iq** —Liz Willding Robbins

COMPLACENCY PERCENTAGES IN THE WORKPLACE

WHAT DO THE Gallup numbers reveal about the worldwide state of employee engagement today?

21%

OF EMPLOYEES are actively engaged at work.

33%

OF EMPLOYEES said they are thriving.

60%

OF EMPLOYEES are emotionally detached at work.

19%

OF EMPLOYEES say they are miserable.

Of the 19% who say they are miserable:

59%

OF EMPLOYEES said they are stressed.

56%

OF EMPLOYEES said they feel worried.

33%

OF EMPLOYEES report feeling physical pain.

31%

OF EMPLOYEES said they feel angry.

61%

IF EMPLOYEES are disengaged and even miserable, is it their fault? In a Gallup study on burnout, employees who were engaged at work but not thriving had a 61% higher likelihood of burning out. The top sources of burnout that employees reported to Gallup:

- Unfair treatment at work
- Unmanageable workload
- Unclear communications from managers
- Lack of manager support
- Unreasonable time pressures

EMPLOYEES REPORTED DAILY NEGATIVE EMOTIONS, including:

40% WORRY

44% STRESS

21% ANGER

23% SADNESS

BASED ON THE STATISTICS, most companies still have a long way to go, with just 21% of employees saying they work in an environment where they can thrive. Of those who are thriving:

IQ

GEOGRAPHY ALSO IS A KEY FACTOR, with only 11% of employees in South Asia reportedly thriving—the lowest regional well-being in the world.

The U.S. and Canada ranked best, coming in:

95%

REPORT BEING treated with respect all day

87%

REPORT smiling and laughing a lot

NO. 1

in ENGAGEMENT

NO. 1

in JOB OPPORTUNITIES

NO. 2

in WELL-BEING

NO. 2

in LIVING COMFORTABLY

COMPANIES SHOULD ALSO INFUSE well-being into their brand promises. When leaders take responsibility for their workers' well-being, it results in:

1. A MORE PRODUCTIVE ORGANIZATION

2. THRIVING INDIVIDUALS, FAMILIES AND COMMUNITIES

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