

# 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

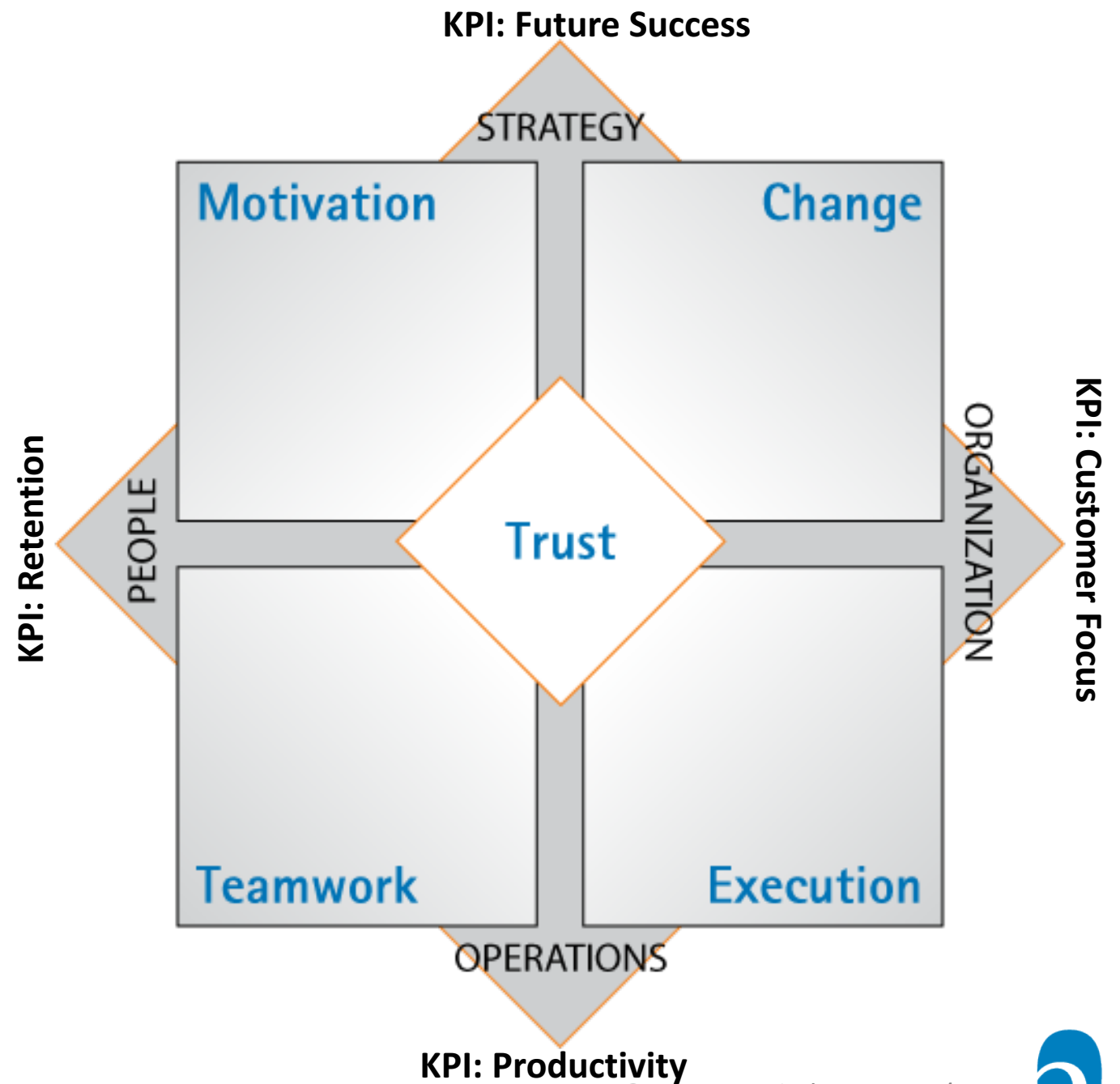
Execution + Trust → Customer Focus

Trust → Future Success



# Vital Signs Model

Five Drivers. Four KPIs



# Trust at risk

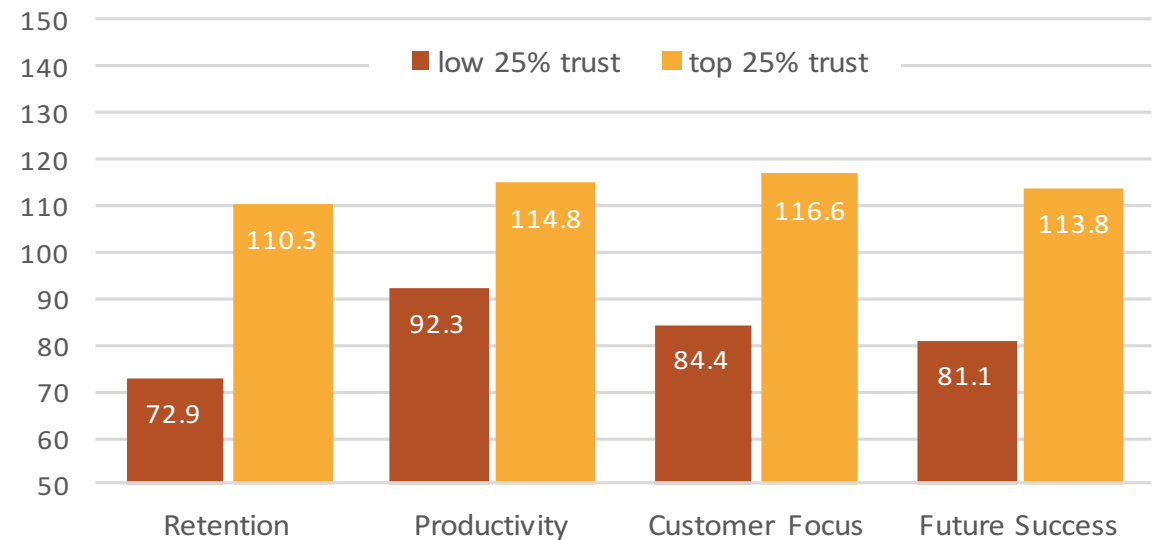
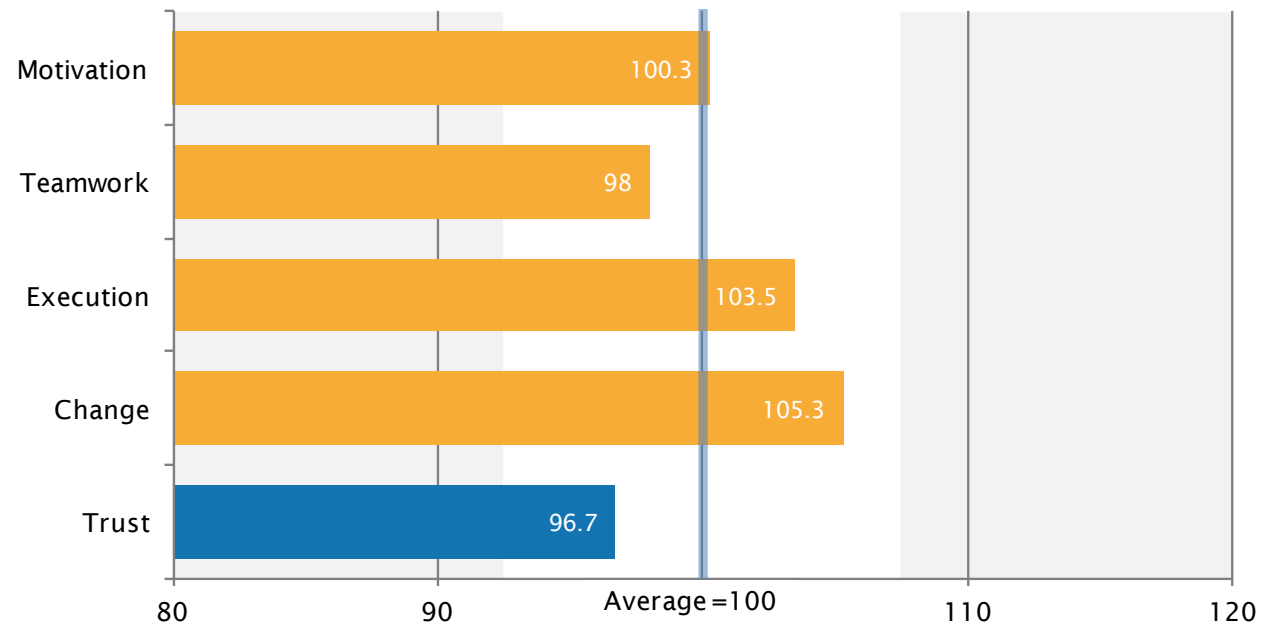
Globally, trust is the lowest score.

Trust predicts 62% of the variation in KPIs combined.

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

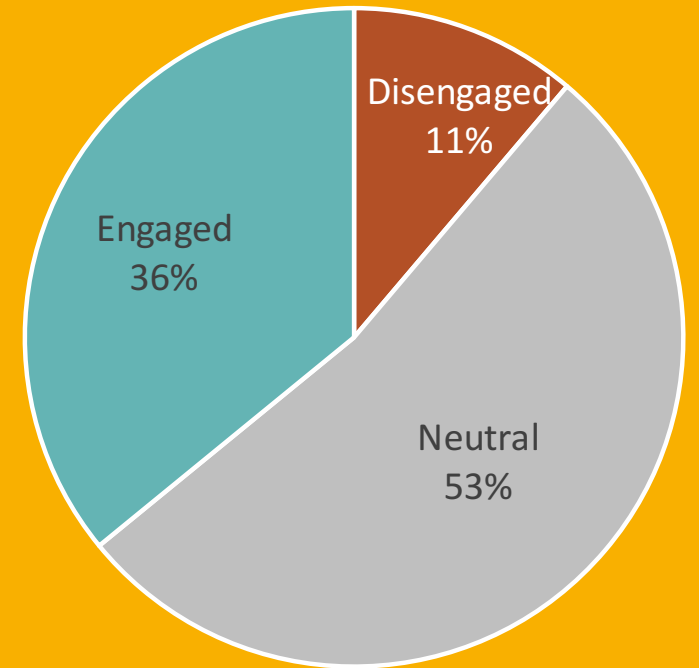


Scores for 2017 - Worldwide



# Business case

Organizational Climate → Engagement → Performance



36% of survey respondents are fully involved & committed



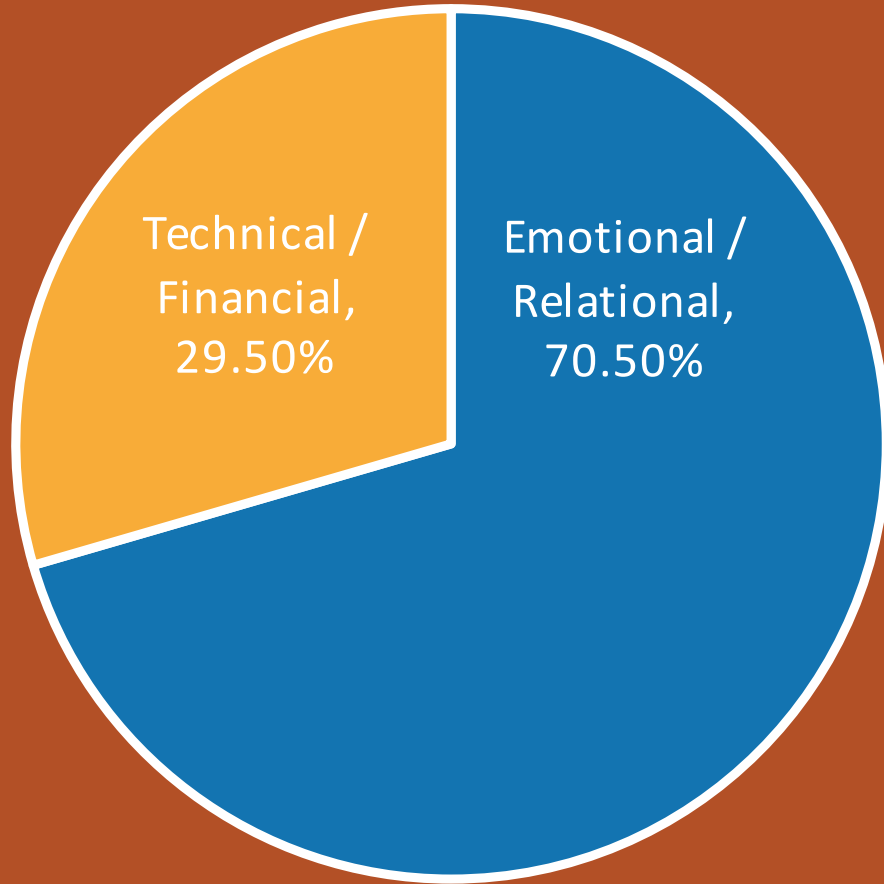


# Biggest barriers (from “What are the top 2-3 issues in your organization?”)

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.
5. Need development to make a better culture.



# 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  
excited  
fear  
stressed  
insecurity  
regret  
distrust  
curiosity  
frustrated

anger  
overwhelmed

excitement  
happy  
concern  
tiredness  
respect  
anticipation  
exhaustion  
fun  
amusement  
tired  
complacency  
mistrust  
content  
determination  
motivation  
dedication  
commitment

anxiety  
pride  
passion  
stress  
enthusiasm  
care  
engaged  
caring  
satisfaction

happiness  
joy  
apathy  
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.

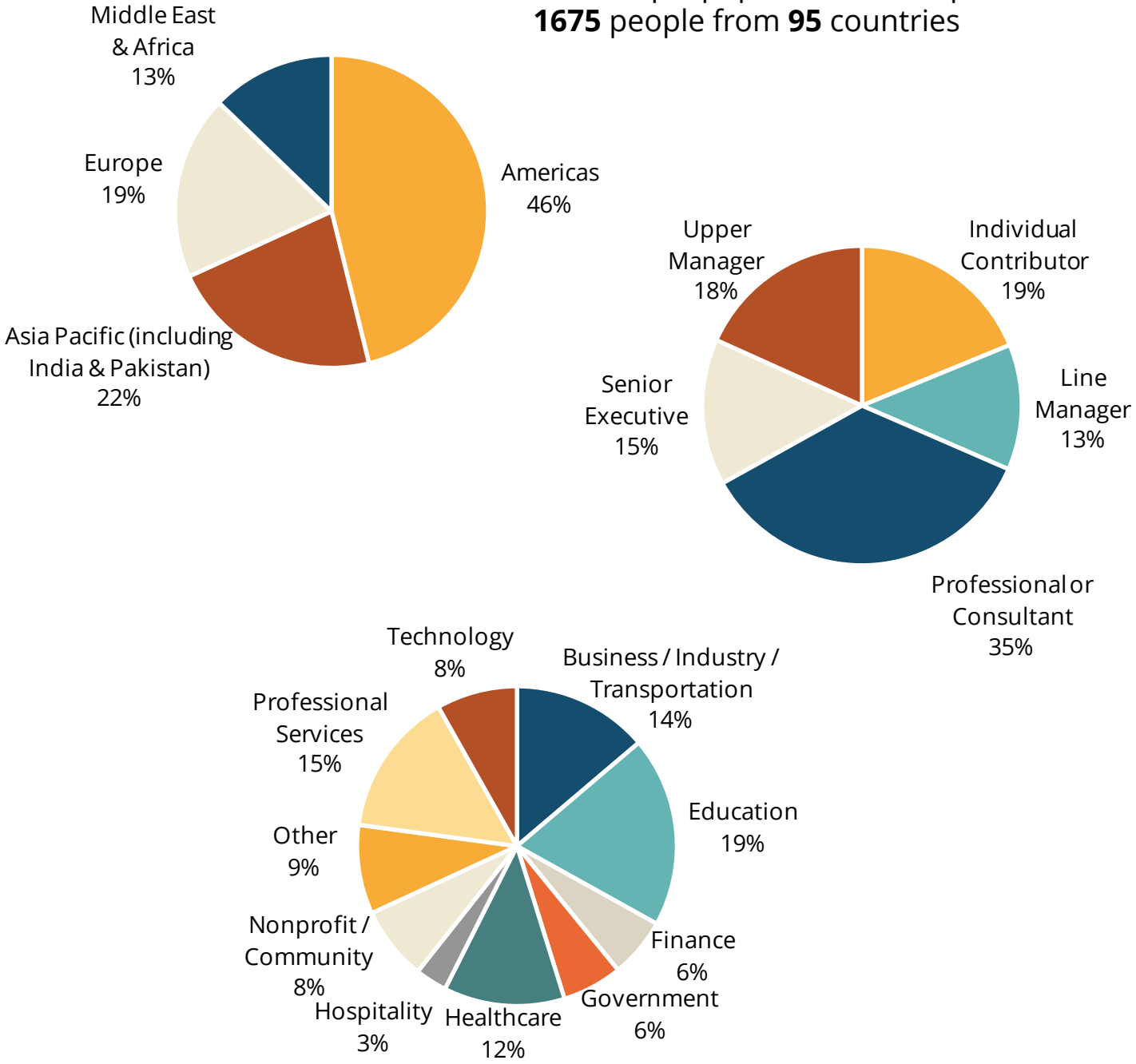
People think it’s only for management.

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](http://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](http://6sec.org/vs)

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