

**PMW ASSOCIATES  
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**WELLBEING**

*“Our wellbeing actually recovers more rapidly from the death of a spouse than it does from a sustained period of unemployment”.*

*Tom Roth and Jim Harter, Wellbeing, 2010 (ISBN 2010921003, page 17)*



Paul M. Whisenand Ph.D

It seems to me that one of the most commonly used words of late is “Wow”. For me, the above quote elicited a “**Wow**”! If Roth and Harter were not long term researchers, authors of more than 1000 organizational studies (**Wall Street Journal, USA Today** are examples), and employed by **Gallup International**, I would have judged this assertion as scientific hyperbole. In fact, it is based on a longitudinal study of 130,000 people and covered in detail in **The Economic Journal (2008: 118/529)**.

### **Five Essential Elements**

Gallup’s comprehensive study of people in more than 150 countries gives us a lens into the wellbeing (WB) of more than 98% of the world’s population; and, reveals five universal and interrelated elements that shape your life and mine: Career WB; Social WB; Financial WB; Physical WB; and Community WB. Of the five essential elements, Career WB was found to be the most significant. It was determined that 66% of us are doing well in at least one of the elements, but, **only 7% report high scores in all five**. Most of us underestimate the influence of our career on our overall WB. Their findings show that people with high career WB are more than **twice** as likely to be thriving in the other four elements of their lives as well.

### **DOES YOUR SUPERVISOR CARE ABOUT YOU AS A PERSON?**

1      2      3      4      5      6      7

Roth and Harter have asked this question of more than 15 million workers. The purpose of the question is to determine whether or not an employee’s boss (leader) cares about him/her as a whole person, not merely as a functional means to an end. When leaders embrace an opportunity to enhance employees’ WB, they create more engaging (happier) places to work and reap greater returns for their organization.

Now, ask this question of yourself and rank yourself on a one to seven scale, seven being high.  
Your response? \_\_\_\_\_

Roth and Harter found that the best of the leaders that they researched considered the overall WB of their employees to be important. They found that among the 15 million workers, the high scorers were more likely to:

- Be top performers in the workplace
- Produce higher quality work
- Have fewer illnesses that require time off of work
- Are less likely to “job hop”
- Have fewer on the job injuries

## ENGAGEMENT AND WB

In the chapter on Engagement and WB they wrote “we have found that what’s best for the employee isn’t at odds with what’s best for the organization.....and, that low wellbeing will quickly drag the group’s performance down” (p.135).

You and I well know that leaders can’t just give lip service to their interest in an employee’s WB. Rather, they have to demonstrate a sincere interest through their actions. Just as most successful organizations have worked systematically to optimize their levels of employee engagement, they are now realizing that the key to WB is engagement through **empowerment**.

## QUESTION #3

In the past couple of months, I’ve trained with three police agencies in POST-Certified seminars. One consisted of members of the management team, a second involved 33 civilian support staff, and the third included 51 sergeants and civilian supervisors. I used the same “job satisfaction” questionnaire in all three groups, and found that all of the participants, on average, had **exceptionally high** job-satisfaction (WB) scores. In the over 30 years I’ve been doing this kind of work, that hasn’t happened often!

Of the 15 questions on my questionnaire, number three probes for empowerment. While not identical to the Gallup question “Does your supervisor care about you as a person?” the basic premise is the same. It reads:

“In your daily work, how free are you to make decisions and to act on them?”

1      2      3      4      5

Whether it’s called “engagement”, or “empowerment”, being **trusted** by one’s supervisor to effectively use one’s signature strengths at work is the crux of any successful relationship. Without mutual trust, there is no empowerment.

All three of the groups I trained with reported high job satisfaction because they felt empowered, engaged and trusted. Even more interesting is the fact that the civilian supervisors (the lowest paid

group) reported the **highest** levels of job satisfaction (WB). They felt themselves to be respected and highly prized members of their organizational team. The final night of their seminar, a closing dinner was hosted by their management team and attended by their Chief, Assistant Chief and all five Captains who drove a fair distance to attend (and they paid for their hotel rooms and dinner out of their own pockets.) The mutual respect and trust this work group had for each other was clearly evident in their interaction. Again, I say, "Wow"!

If you are interested in receiving a copy of my Job Satisfaction Questionnaire, e-mail [pmw@pmwassociates.com](mailto:pmw@pmwassociates.com) and we will send it by return e-mail.

Note:

- We are planning on offering one of our POST Plan III Seminars in Palm Desert, February 2011. (Either Internal Affairs or Gang Enforcement depending on the level of interest.)
- CSULB is taking registrations for POST Management Course offerings for 2010-2011:  
Phone: 562-985-4940 Website: [www.csulb.edu/centers/ccj](http://www.csulb.edu/centers/ccj):  
E-mail: [centerscriminaljustice@csulb.edu](mailto:centerscriminaljustice@csulb.edu)
- Upcoming PMW classes in Dana Point ( [www.pmwassociates.com](http://www.pmwassociates.com) to register) are:

**Budgeting for Police Departments**, September 22-24, 2010

**Internal Affairs**, October 11-13, 2010

**Gang Enforcement**, November 8-10, 2010

*"Nurturing relationships feed us and are literally healthy for us; toxic relationships can slowly poison us"*

**Daniel Goleman**  
**Social Intelligence (2006)\***

\*Dr. Goleman is the scientist who discovered our emotional intelligence.