

THE WAY WE WORK:

The Nation's Wellbeing Report

Human Synergistics
Workplace Trends
Analysis



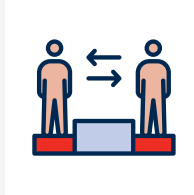
Key findings

1



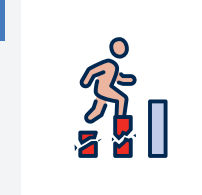
CEOs feel they are not getting the support they need.

2



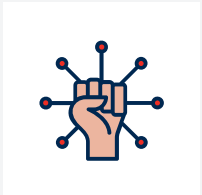
Executives feel in competition with peers.

3



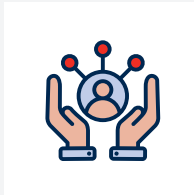
Frontline Leaders report the highest levels of stress and lowest ability to deal with it.

4



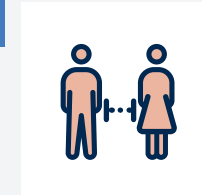
Job Satisfaction reduces in alignment with organisational level.

5



Stress levels remain consistent across job levels.

6



Men and women are more the same than they are different, but there remains a gap in senior roles.

FOREWORD

Amidst a rapidly changing workplace, it is vital to have a deep understanding of organisational culture across the region. Quite frankly, it's never been more crucial. That's why we at Human Synergistics Australia and New Zealand offer this exploration of factors influencing employee wellbeing, stress, and overall job satisfaction.

As organisations strive to adapt to new challenges, it would appear the need for a holistic approach to organisational culture and individual development is required. This publication synthesises research and insights that illuminate the current state of work in Australia and New Zealand, highlighting the connection between organisational support to individual satisfaction and productivity.

We invite you to engage with this resource as it not only informs but also inspires and ignites actionable change. Together, we can Change the World One Organisation at a Time® by cultivating environments where people can be their best, foster resilience, and ensure a healthier, more productive future for all Australians and New Zealanders in the workplace.



David Byrum

Managing Director
Human Synergistics Australia





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Methodologies & Demographics

The data in this report is derived from the Life Styles Inventory™ (LSI) 1: 'Self-Description' diagnostic survey. Over the last 5 years, more than 70,000 leaders, managers, and non-managers have used the LSI 1.

The LSI is used as part of an organisations' leadership development programme that feature an emphasis on individual improvement through feedback. The LSI is a proven reliable and valid measure with research published in the most prestigious academic journals.

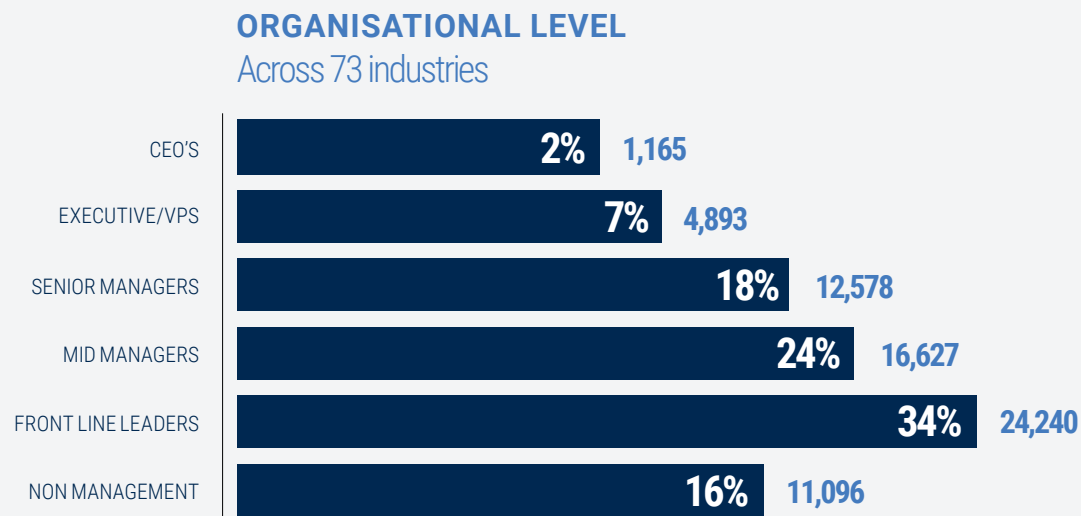
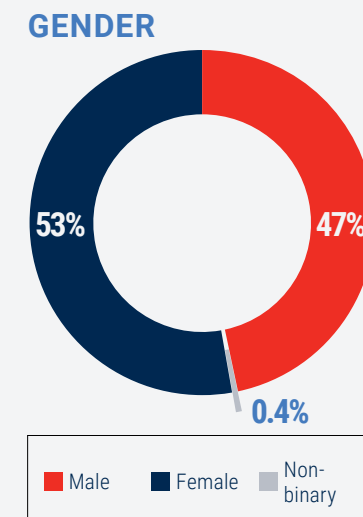
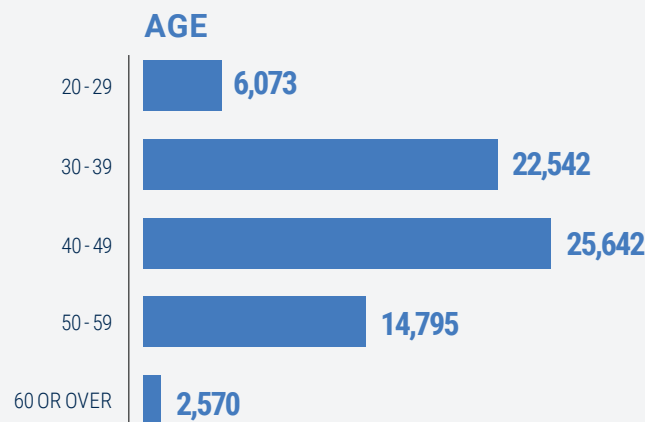
Reliable and valid data
+ a great coach
= powerful change

The LSI Self-Description identifies links between personal thinking styles and self-ratings of satisfaction with people's current job, organisation, work relationships and well-being. Research shows strong links between how we think and our personal satisfaction.

Although this data is collected for use in individual coaching, periodically we aggregate this data and report on trends and relationships with demographic data collected as part of the process.

This report highlights the trends we see in the data across Australian and New Zealand organisations and recommends areas where collective attention is needed.

Over 70,000 people included in the data





THE WAY WE WORK

THE WAY WE WORK: CEOs

CEOs are feeling the pressure

Only
51%
are very
satisfied with
their health

16%
said they
were under
intense
pressure

33%
rated their
ability to
manage
stress as low

1,165 CEOs were surveyed in this data sample, making this one of the largest datasets specifically on CEOs across both sides of the Tasman.

While 90% of CEOs said they were very interested in improving themselves, only half said they felt supported by their organisation to do well. CEOs often deal with issues they may not be able to share with others inside the organisation which could explain feeling unsupported.

Interestingly, when asked about how satisfied they are with the state of their organisation, only 66% rated this high. Given the extent to which the CEO can influence the shape of their organisation, the fact that 34% did not rate this high is surprising.

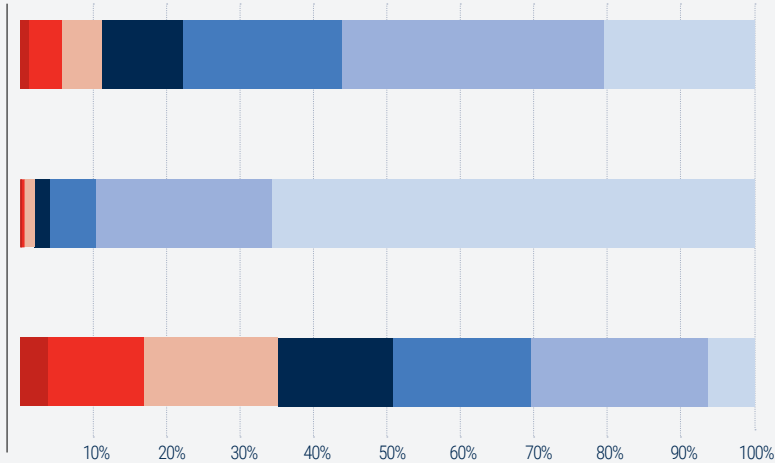
Outside of work, CEOs rated satisfaction with family life high, but scored lower for health. Of particular concern was only 51% of CEOs rating their general state of mind as either completely or very satisfied compared to 62% of all others in the sample.



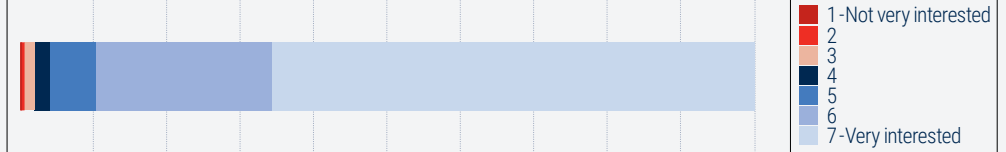
External support from a coach or mentor can boost support, build performance, relieve stress, and improve life satisfaction.

CEO SUMMARY PERCEPTIONS

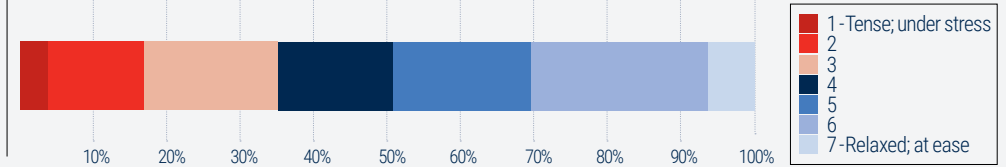
HOW MUCH SUPPORT DO YOU FEEL YOU RECEIVE FROM YOUR ORGANISATION TO DO WELL?



AT THIS STAGE OF YOUR CAREER, HOW INTERESTED ARE YOU IN IMPROVING YOURSELF?

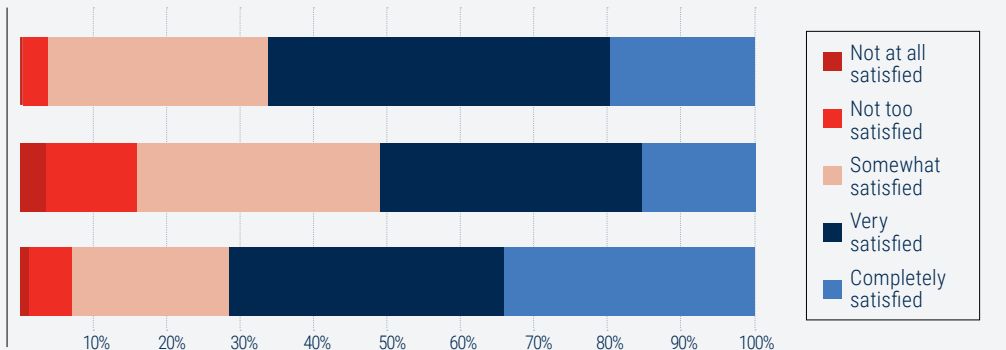


ON YOUR JOB, ARE YOU GENERALLY RELAXED AND AT EASE OR TENSE AND UNDER STRESS?

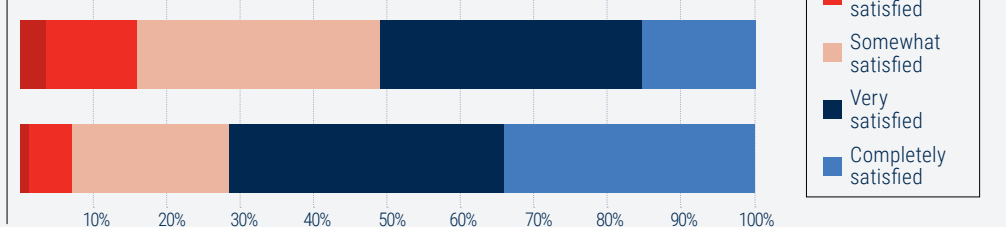


CEO SATISFACTION

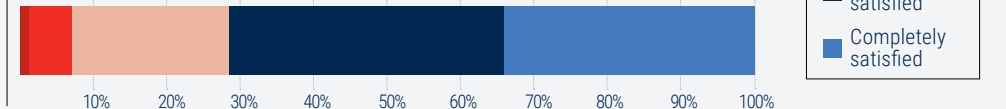
ORGANISATION



HEALTH

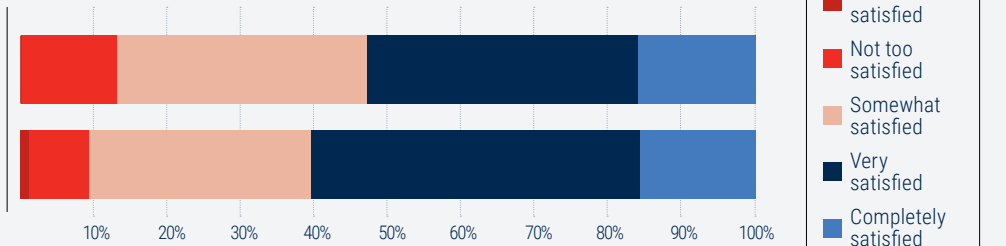


FAMILY LIFE



GENERAL STATE OF MIND CEO VS OTHERS

CEO/PRESIDENT



ALL OTHERS

THE WAY WE WORK:

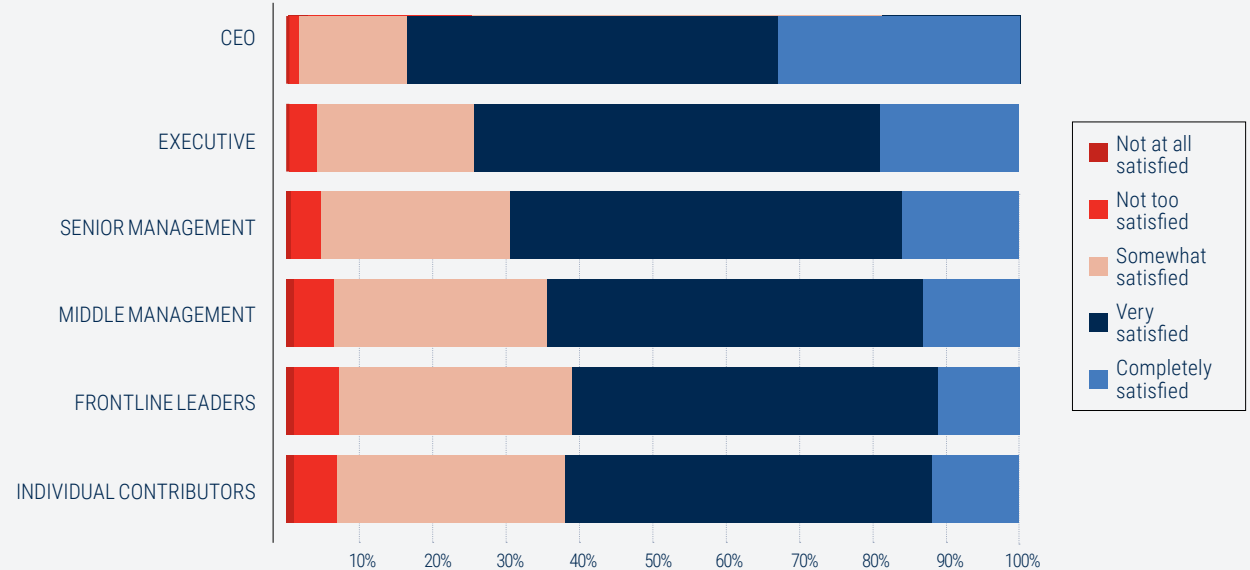
Middle, Senior and Executive Leaders

The level of job satisfaction increases as you go up in organisational level.

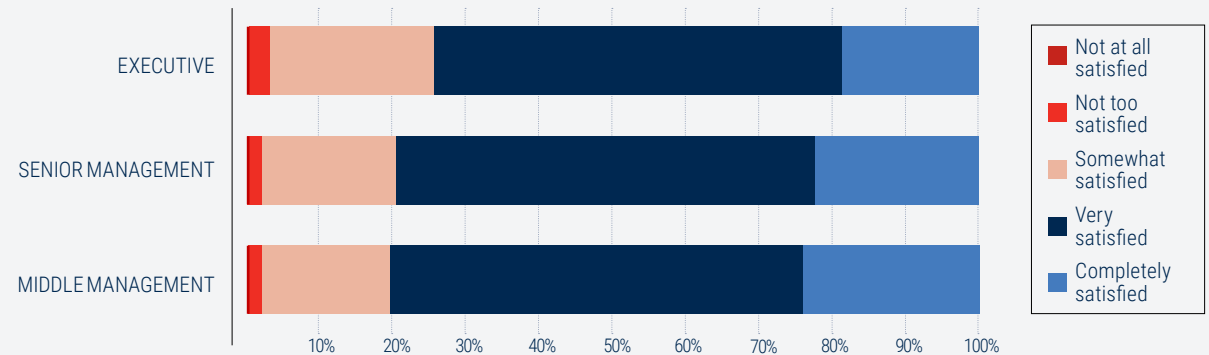
As you go up the levels of leadership, people tend to rate their relationship with superiors higher. Interestingly though, relationships with peers has an inverse relationship with hierarchical level – especially at the Executive Level, many rate their relationships with peers lower. This may be reflective of the contestability for scarce resources that takes place in executive teams, fostering competition rather than collaboration.

Is your Executive a
‘Team of Champions’
or a **‘Champion Team’**?
Executives must be
leaders of the organisation
first and foremost.

JOB SATISFACTION AT DIFFERENT HIERARCHICAL LEVELS



RELATIONSHIPS WITH PEERS



Executive teams need to strengthen collaborative decision-making, problem-solving processes, and goal alignment.

THE WAY WE WORK:

Frontline Leaders

Frontline leaders report the lowest levels of satisfaction with their job, work related accomplishments, and long-term career prospects compared to other levels of leadership. Self-reported ratings of their ability to manage stress was the lowest of all organisational levels - including individual contributors. In addition, only 44% feel supported by their organisation to do well.

Leaders are made, not born.

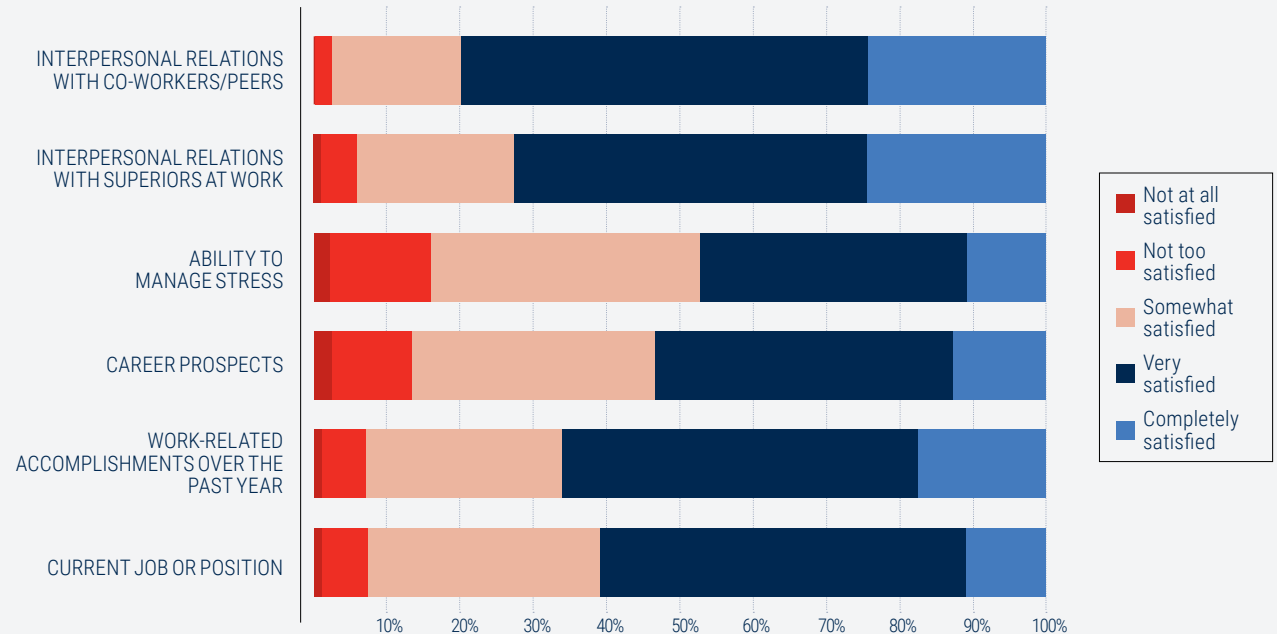
Fortunately, the news is good when they rated the quality of relationships in their workplaces. These leaders had high satisfaction in relationships with their manager, as well as peers.

The first step into leadership is often the hardest. People are frequently promoted into leadership roles because of their task effectiveness, but leadership requires a different skill set. Unfortunately, many Frontline Leaders are left to figure it out on their own.

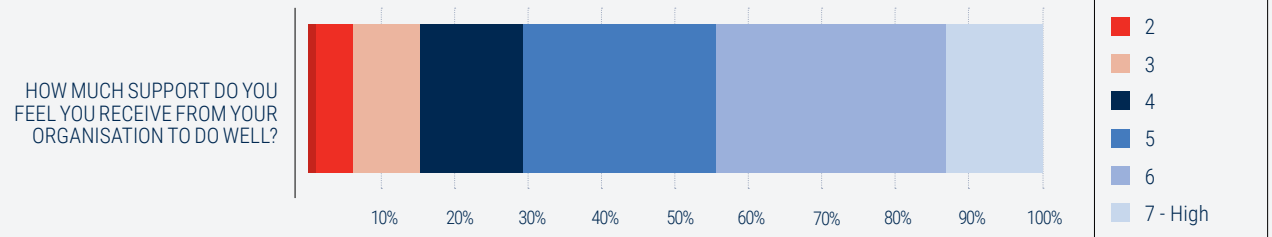


Frontline Leaders across Australia and New Zealand need training in the fundamentals of people leadership.

FRONTLINE LEADER SATISFACTION



FRONTLINE LEADER SUPPORT



THE WAY WE WORK:

Individual Contributors

There is a strong appetite for learning and development at the individual contributor level. However, they also report lower support from the organisation to do well.

During the pandemic, many organisations scaled back their training and development initiatives. Following the pandemic, many have not reinstated their development pathways. The impact is starting to bite.

The 'missed years' of the pandemic and rise of remote working has meant that incidental learning on-the-job has been reduced without being replaced or supplemented by formal learning and development opportunities.

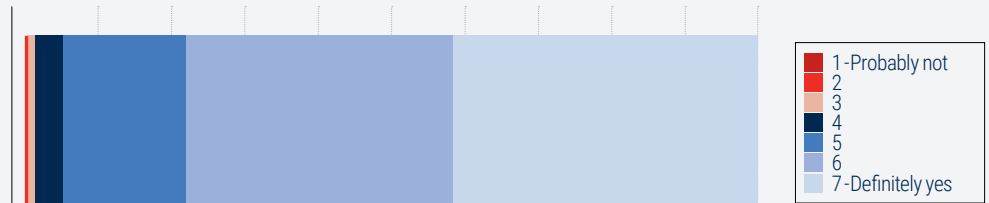
With remote and hybrid common, **we have to be more deliberate with development**



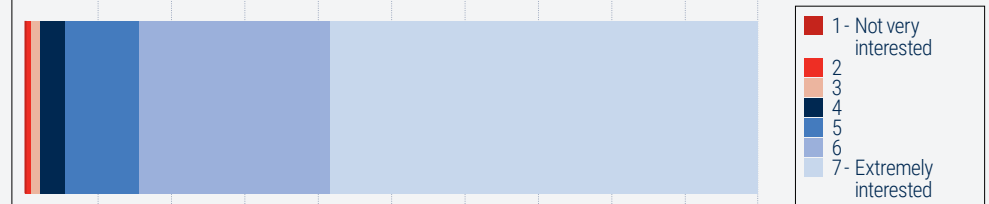
Learning & Development practitioners must ramp up on-boarding, supporting, and developing their individual contributors.

INDIVIDUAL CONTRIBUTOR'S VIEW OF DEVELOPMENT

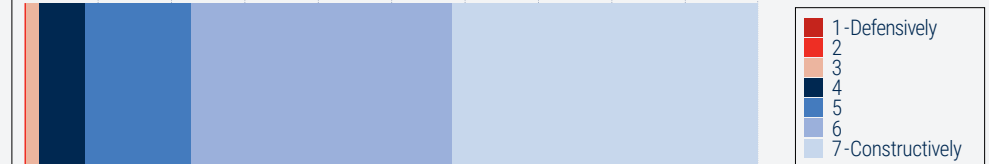
DO YOU THINK YOU WOULD BE ABLE TO CHANGE YOUR BEHAVIOUR - ADJUST YOUR PERSONAL STYLE - IF YOU DESIRED TO DO SO?



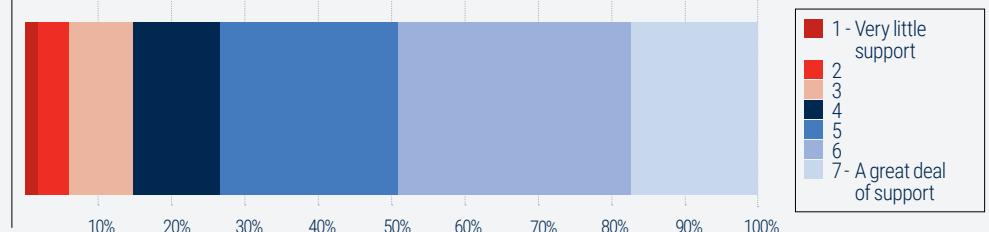
AT THIS STAGE OF YOUR CAREER, HOW INTERESTED ARE YOU IN IMPROVING YOURSELF?



HOW WOULD YOU REACT TO ANY NEGATIVE FEEDBACK YOU MIGHT RECEIVE FROM THIS PROGRAM?



HOW MUCH SUPPORT DO YOU FEEL YOU RECEIVE FROM YOUR ORGANISATION TO DO WELL?



THE WAY WE WORK:

Stress

Medibank tells us that stress related presenteeism and absenteeism is directly costing Australian employers \$10.11 billion a year (The Cost of Workplace Stress in Australia, Medibank, 2008). 3.2 days per worker are lost each year through workplace stress.

Overall, 51% reported that they were very or completely satisfied with their ability to manage stress. Glass half full? But the reality that 49% are not that satisfied may help explain Medibank's comment.

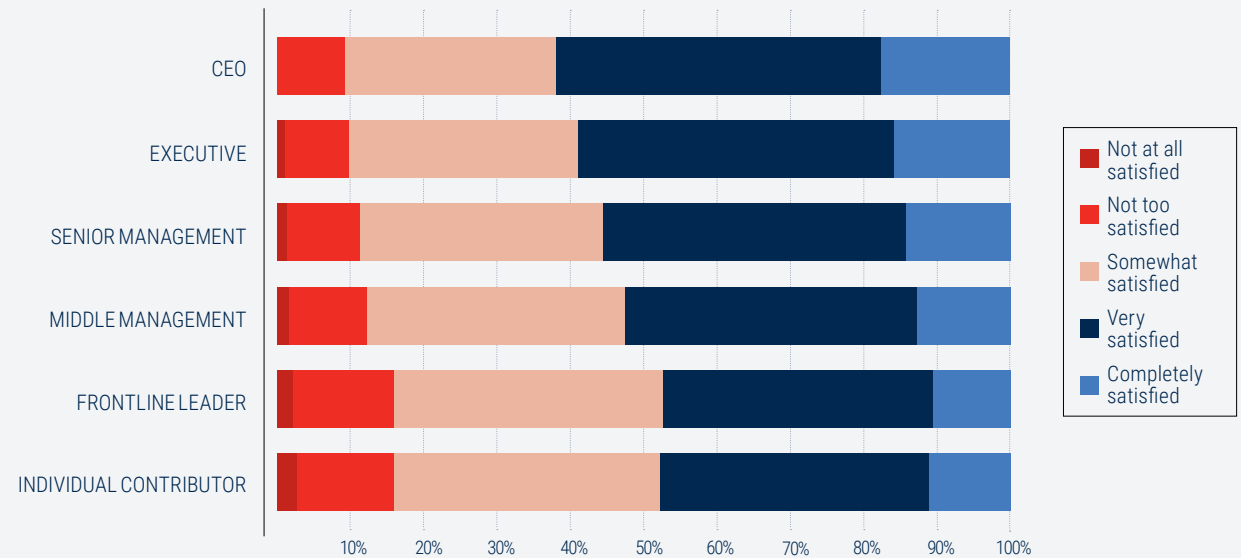
What does stand out in the data is that satisfaction with ability to manage stress increases as you climb up the levels of the organisation. However, when asked to rate themselves on a scale of 'relaxed and at ease' to 'tense and under stress', there appears to be very little difference between these organisational layers.

This points to potentially more tools being provided as one climbs the organisational ladder, resulting in no significant increase in stress, but greater satisfaction with ability to manage stress.

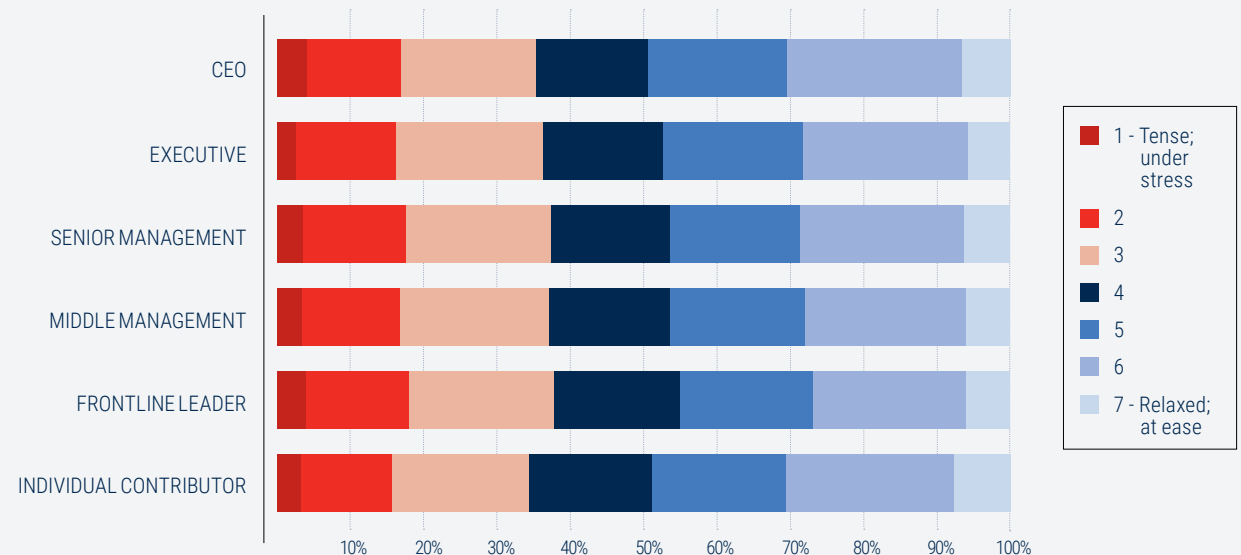


Resources available to leaders, especially Frontline Leaders, need to be proportionate to the demands and expectations of their role.

SATISFACTION WITH ABILITY TO MANAGE STRESS BY LEVEL



RATING OF STRESS BY LEVEL



THE WAY WE WORK:

Gender

When split by organisational level, our data shows women make up fewer senior positions inside organisations. This is aligned with the WGEA data on gender. Data on non gender conforming groups in our sample was low and therefore has been excluded as non-representative.

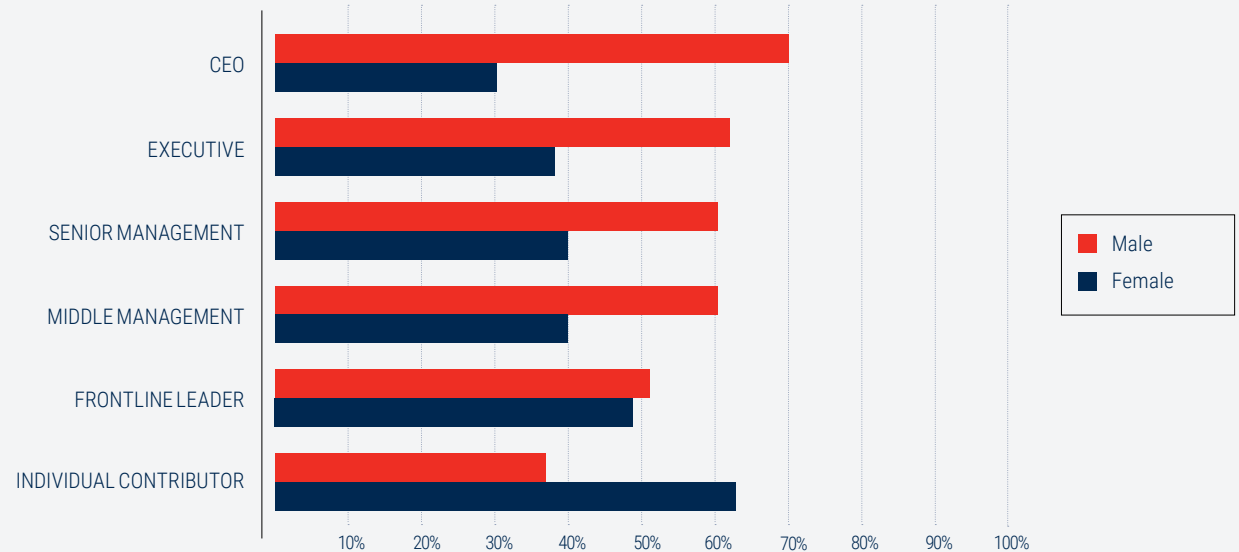
Interestingly, there is little difference in the satisfaction levels reported by males and females. The percentage of men and women who reported being very satisfied or completely satisfied with their current job, career prospects, relationships, family life, growth and development was very similar. The only exceptions were females reporting less favourable responses to their ability to manage stress (this appears at all organisational levels), and slightly more favourable in their satisfaction with the organisations they work for (again, consistent at all levels).

More work needs to be done on **balancing gender at different organisational levels.**

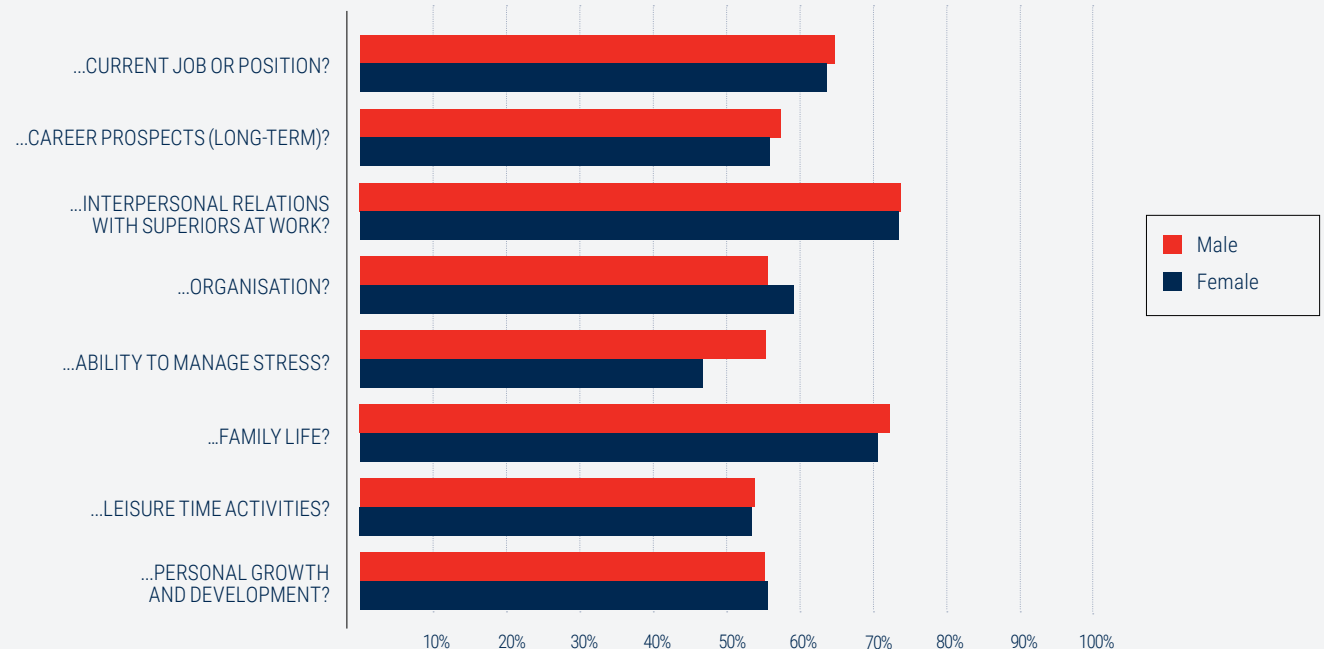


Women and men are more the same than they are different, but there is a gap on advancement up organisations.

GENDER % BY ORGANISATIONAL LEVEL



% SATISFIED WITH...



THE WAY WE WORK:

Wellbeing

Australians and New Zealanders pride themselves on their laid back lifestyles and good work-life balance, but is this still the case?

Satisfaction with family life is high across our sample - perhaps reflecting a change in role, expectations, and priorities within our societies.

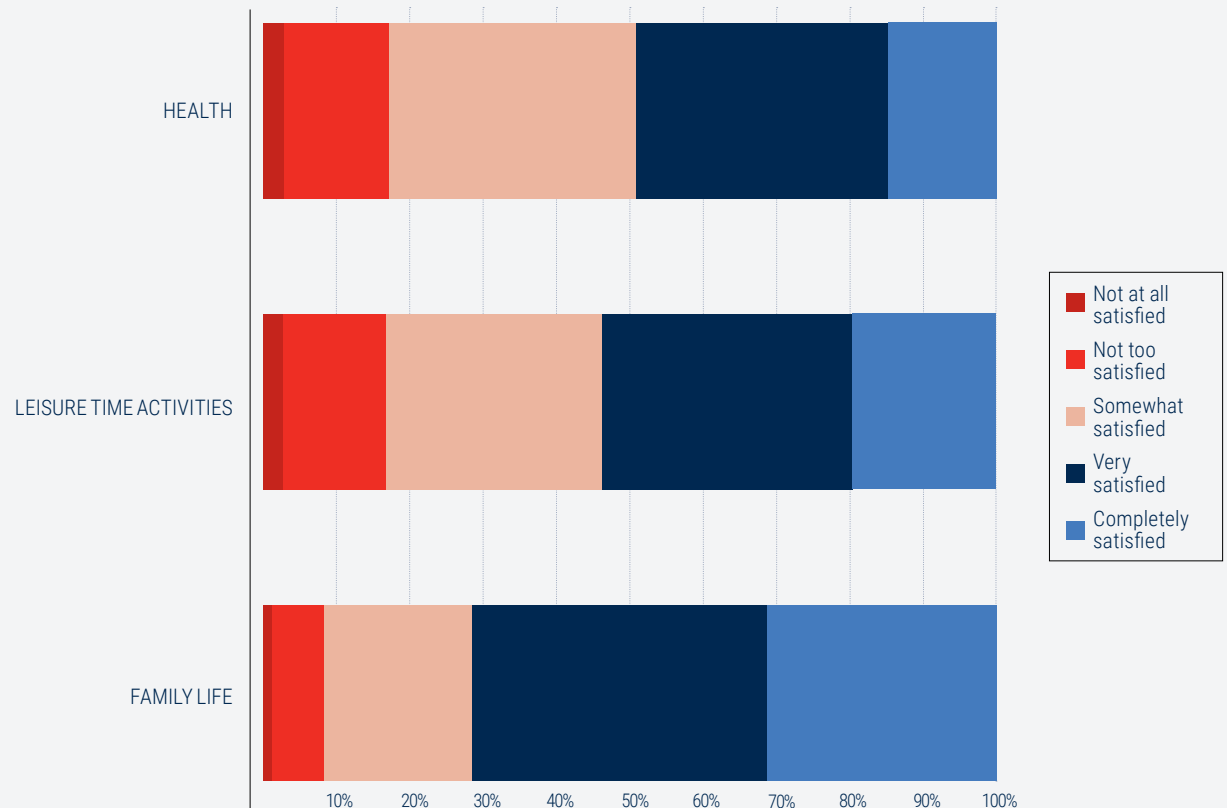
However, our satisfaction with leisure time activities and health are somewhat lower.

Our research shows, for people to be at their best (particularly over the long term), they need to have enough time for recovery and be able to charge their own batteries.

Often when we are busy or stressed the first thing to drop out of our habits are health, fitness, and time for self. These results would indicate that we collectively need to prioritise time for our own wellbeing.

Are Australians and New Zealanders as laid back as we like to think?

AUSTRALIA AND NEW ZEALAND



Prioritise time to look after yourself. If your battery isn't charged – you can't be your best.

THE WAY WE WORK: Industry



% SATISFIED WITH JOB

Employment	82.35%
Health Club	79.61%
Franchise	76.13%
Mental Health	73.40%
Hotel/Motel	72.30%
Shipping and Delivery	69.57%
Marketing	69.28%
Tourism and Travel	68.75%
Pharmaceuticals	68.10%
Police/Fire/Emergency Services	68.07%

% SATISFIED WITH ABILITY TO MANAGE STRESS

Franchise	70.32%
Electronics	62.25%
Chemical	61.62%
Transportation (excluding Public Transportation)	59.23%
Training and Development	59.23%
Postal	58.96%
Retail-Industrial/Business	57.96%
Hotel/Motel	57.19%
Shipping and Delivery	57.07%
Political (Party, Action Group or Lobbyist)	57.05%



% SATISFIED WITH JOB

Defence	59.40%
University/College	58.96%
Insurance	58.64%
Engineering (only)	58.11%
HR Administrative Services (payroll, benefits)	57.32%
Software	57.08%
Busines Services (Big 4)	56.65%
Training and Development	55.61%
Defense Logistics	53.28%
Investment	49.46%

% SATISFIED WITH ABILITY TO MANAGE STRESS

Accounting	45.67%
Sports and Athletics	45.16%
Entertainment/Cultural	45.00%
Hospital	44.48%
Law Firm	43.70%
Public Relations	41.89%
Wholesaler/Distributor	41.54%
Mental Health	41.49%
Engineering and Architecture	41.35%
Research and Development (non-University based)	39.44%

The insights in this report were based on the Life Styles Inventory™ (LSI™) diagnostic.

The LSI™ measures learnt thinking and behaviour. We know that some styles lead to long term effectiveness, while others don't.

Here's the powerful thing: it's not set in stone. If you can learn one way, you can learn another – but it might take questioning some beliefs you hold or stories you tell yourself.

When people measure personality or competencies, seldom do they say that it changed their life. We hear stories and see firsthand examples all the time of the LSI™ fundamentally changing people's lives – not just at work but at home too.

We unlock leaders
to reach their potential,
build genuine
relationships, and
boost their wellbeing.

**If you're ready to unlock growth in
your organisation, contact us at:**

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