

# Thriving at work

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# Thriving at work

**Vitality at work**



**Learning at work**



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# Thriving at work

## Vitality at work

- A work environment that is **energizing and motivating** for employees
- Employees have the **resources and support** they need to **stay healthy and productive**



## Learning at work

- A work environment that allows acquiring **new knowledge and skills**
- Involves **formal training** (participating in digital or in-person seminars, reading books or industry publications) and **informal** conversations with colleagues or mentors

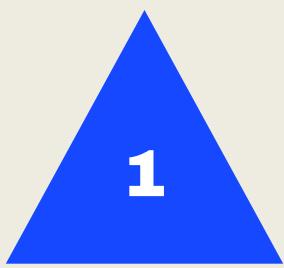
(Porath et al., 2012; Spreitzer et al., 2005)

# Members' thriving at work



# Why it matters

**Findings from "Thriving at work: A meta-analysis" (Kleine et al., 2019)**

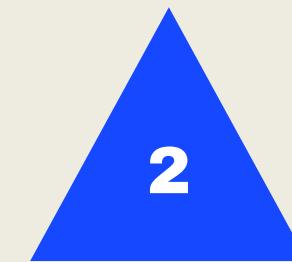


## Increased job satisfaction

- Thriving members are more likely to find their job satisfying and meaningful
- Thriving promotes work engagement

# Thriving: Why it matters

**Findings from "Thriving at work: A meta-analysis" (Kleine et al., 2019)**

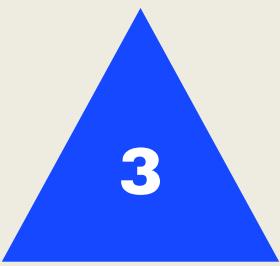


## Increased productivity

- Thriving members are more likely to be productive and engaged in their work
- Thriving is positively associated with increased efficiency and greater success for the company

# Thriving: Why it matters

**Findings from "Thriving at work: A meta-analysis" (Kleine et al., 2019)**



## Improved health and well-being

- Thriving leads to improved physical and mental well-being
- Thriving members take fewer days off due to illness

# Thriving: Why it matters

**Findings from "Thriving at work: A meta-analysis" (Kleine et al., 2019)**



## Higher job security

- Thriving members are more likely to stay with a company for a longer period of time
- Thriving reduces turnover intention and promotes a stable workforce

# Thriving: Why it matters

**Findings from "Thriving at work: A meta-analysis" (Kleine et al., 2019)**



## Enhanced company culture

- Thriving members are more likely to work together
- They are more motivated to collaborate, which can result in better team performance and a more positive environment

# Vitality      Learning



Increased job satisfaction



Obvious! ... So what's  
special about thriving at  
work?

Better company  
culture

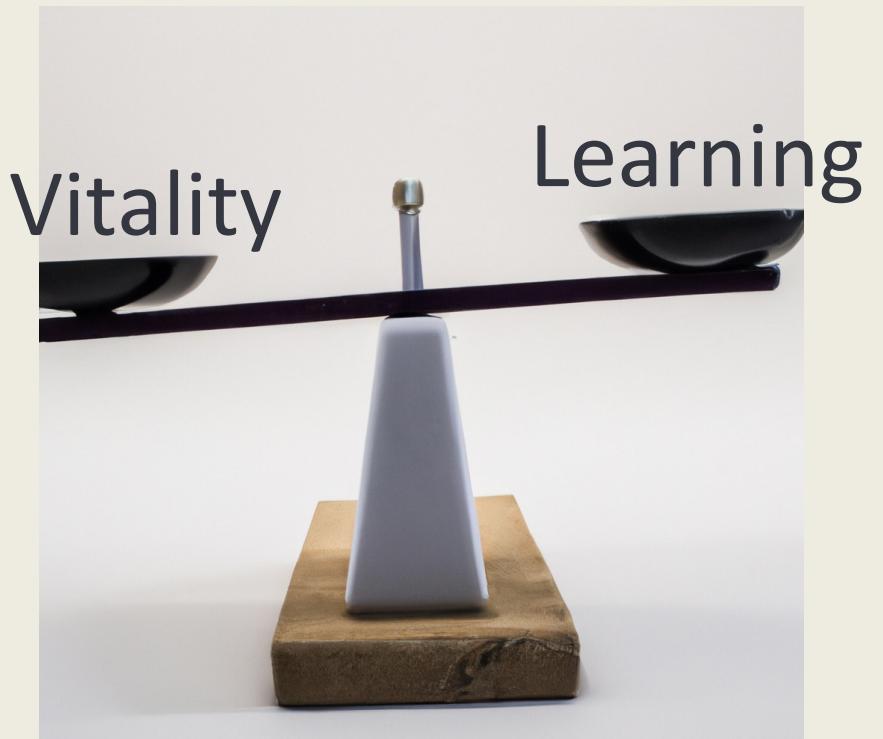


# Vitality and learning as interconnected forces



“Vitality [Yin] and learning [yang] can be thought of as complementary (rather than opposing) forces that interact to form a dynamic system in which the whole is greater than the assembled parts.”

# Balancing employee vitality and learning at work



The “unchallenged” member

*Strong bond to the team, organization, and task; but rarely new challenges*



- Decreased job satisfaction due to **limited personal and professional development**
- Decreased productivity due to **lack of motivation** and **no long-term goals**
- No short-term effects on well-being and health (?)
- Increased turnover intention - “quiet quitting” to avoid conflict

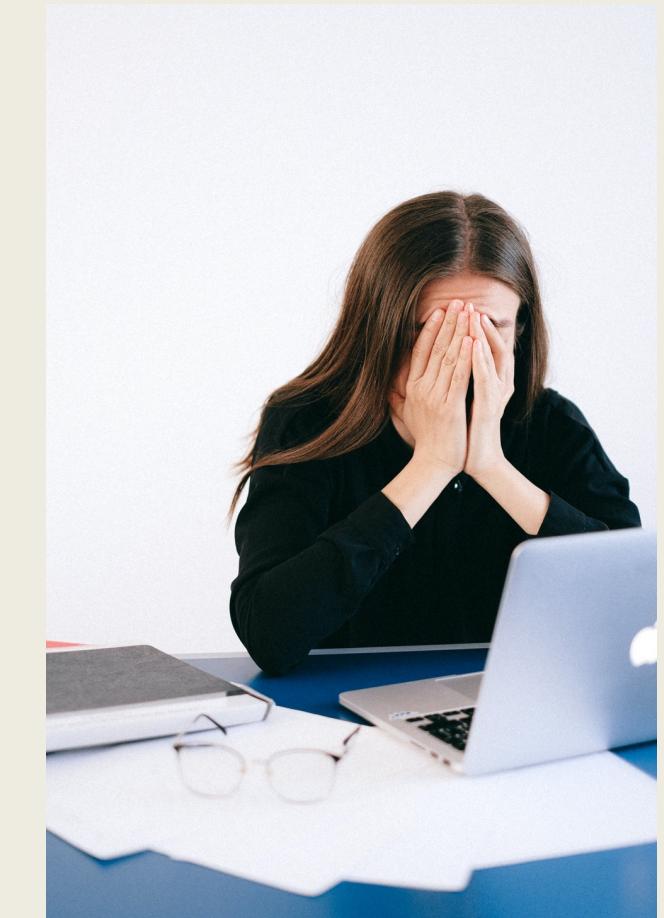
(Kleine et al., 2022)

# Balancing employee vitality and learning at work



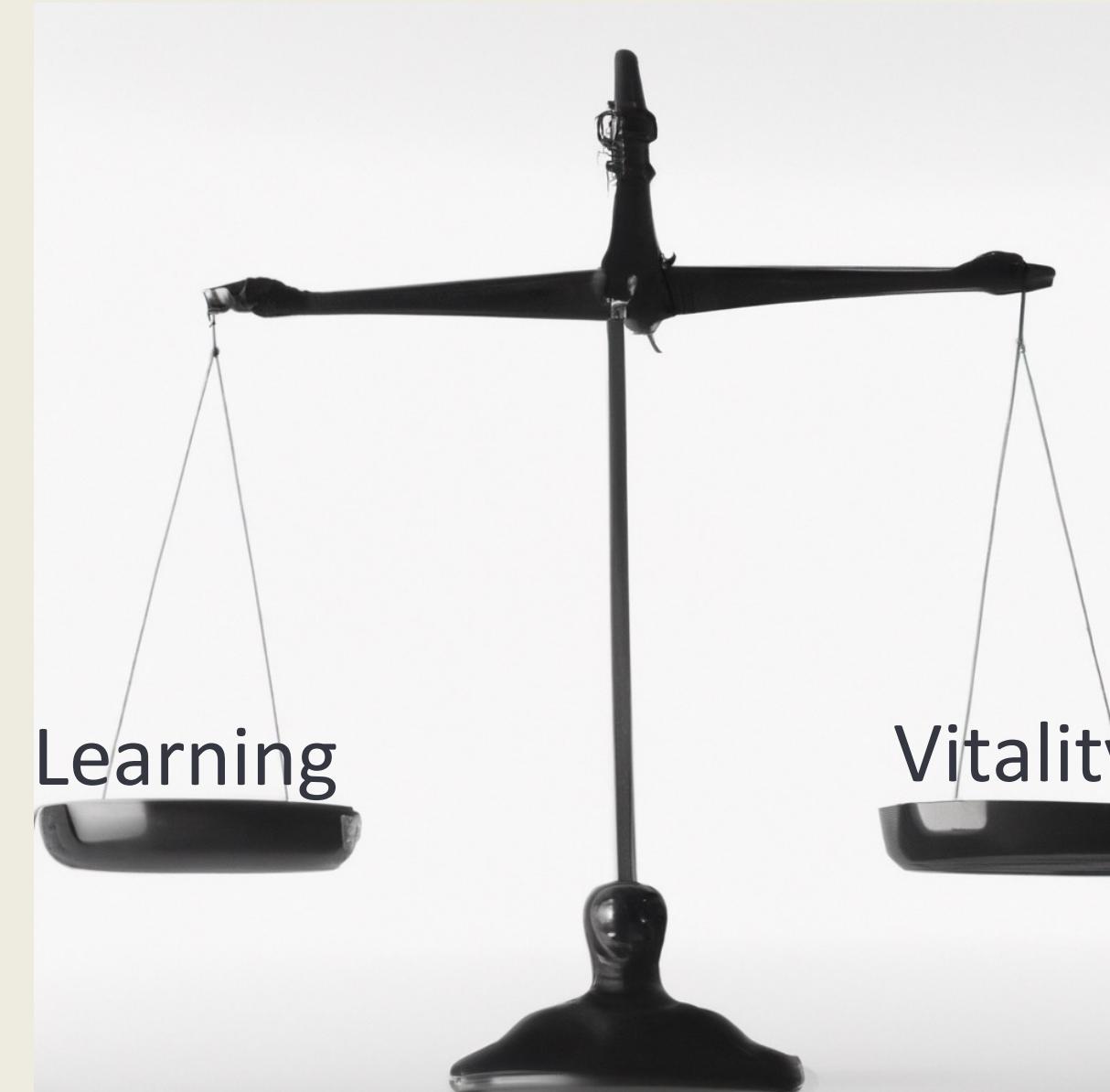
## The “overwhelmed” member

*Undertaking a new position,  
working in a new team, or  
completing completely new  
assignments*

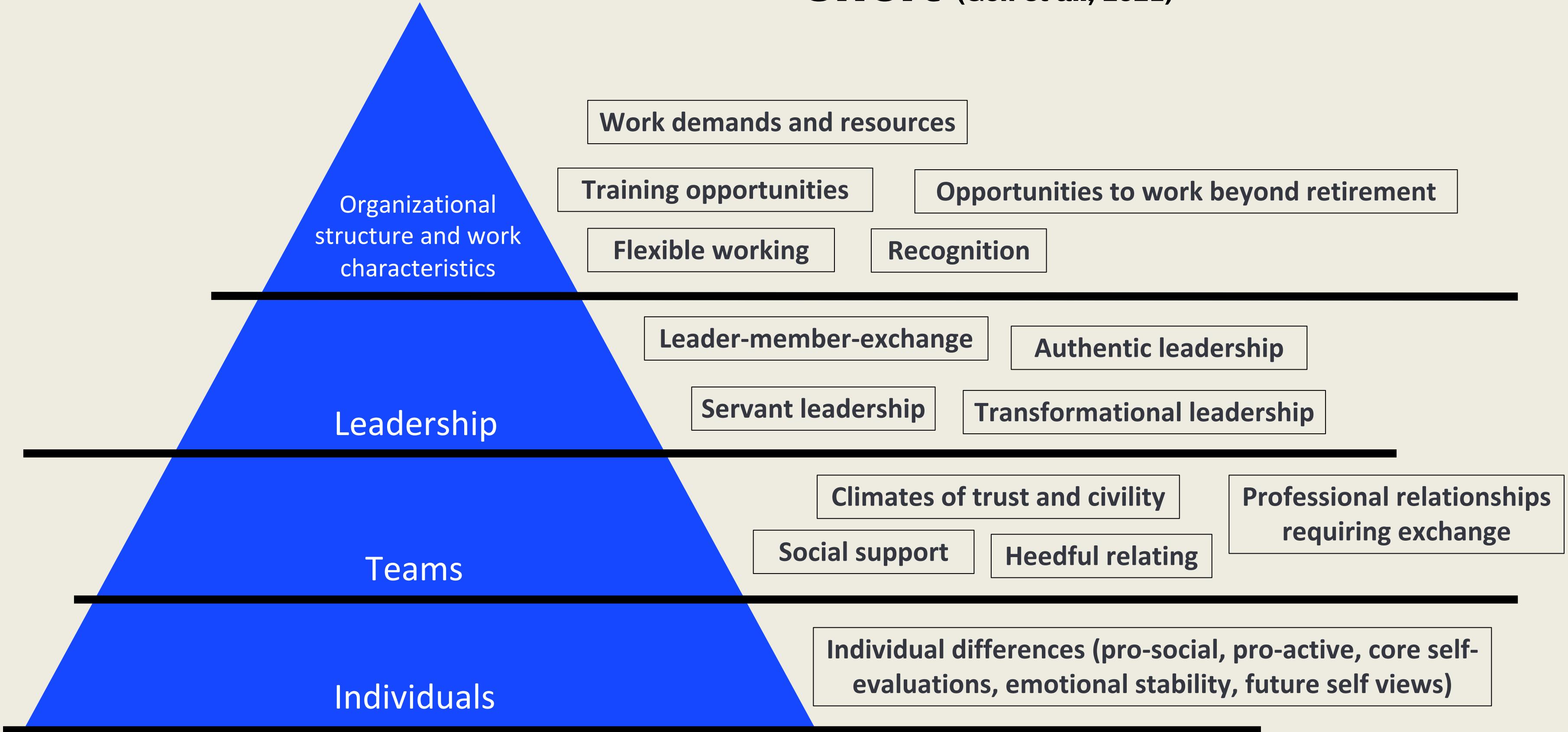


- Decreased job satisfaction due to **feelings of being overwhelmed (not fit for the job)**
- Decreased well-being and health due to **insecurity, frustration, and shame**
- Increased **turnover intention to save resources**

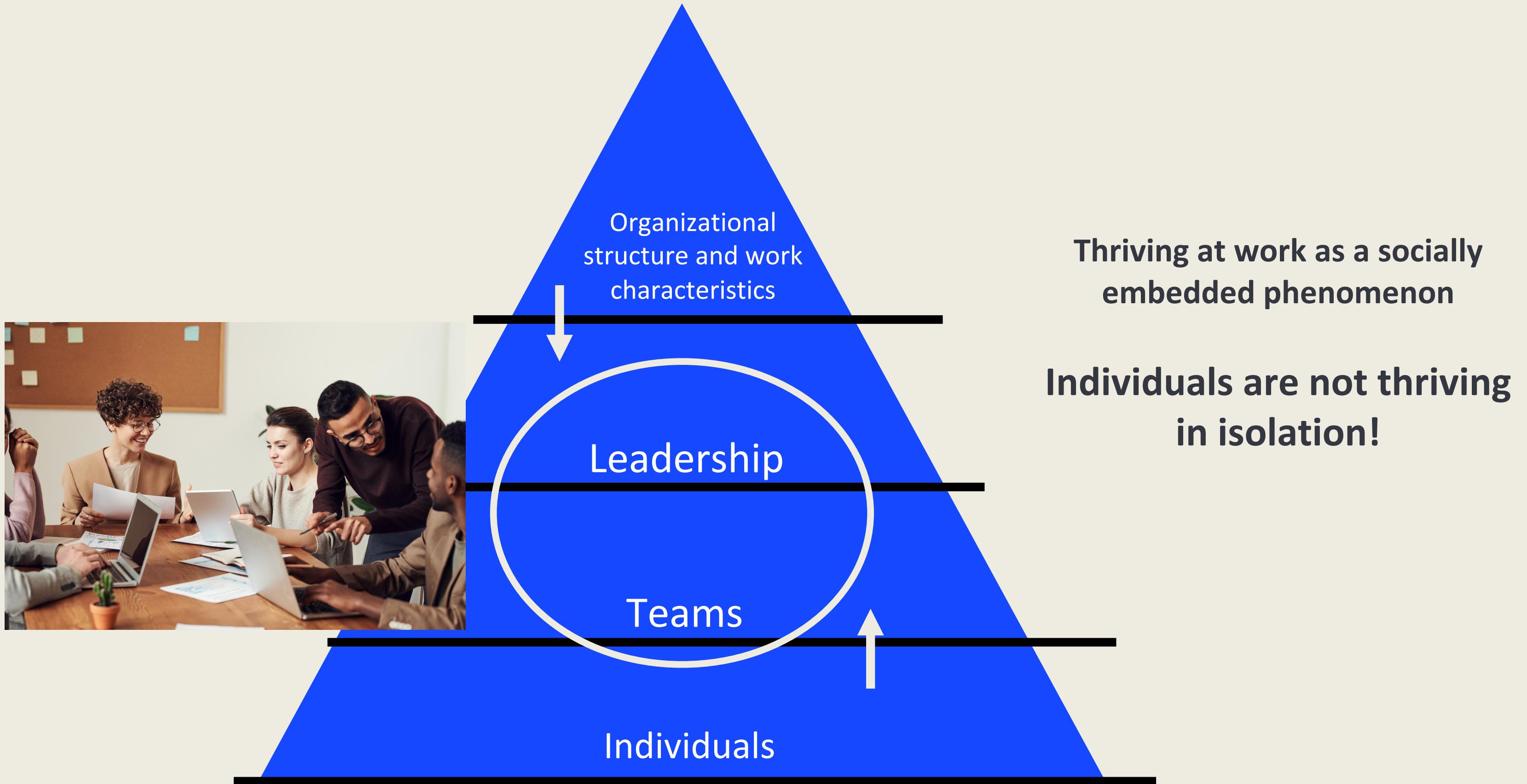
# **So how to balance vitality and learning at work?**



# Thriving at work: A collective effort (Goh et al., 2021)



# **Thriving at work: A collective effort** (Goh et al., 2021)



# Starting points: Transformational leadership



- *Idealized influence:* Acting as a positive role model
- *Inspirational motivation:* Communicating a vision that brings meaning to the work team
- *Intellectual stimulation:* setting challenging goals and allowing to take risks
- *Individualized consideration:* special attention to the needs of every individual in the team

# Starting points: Servant leadership

*"Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants?"* (Greenleaf, 2007)

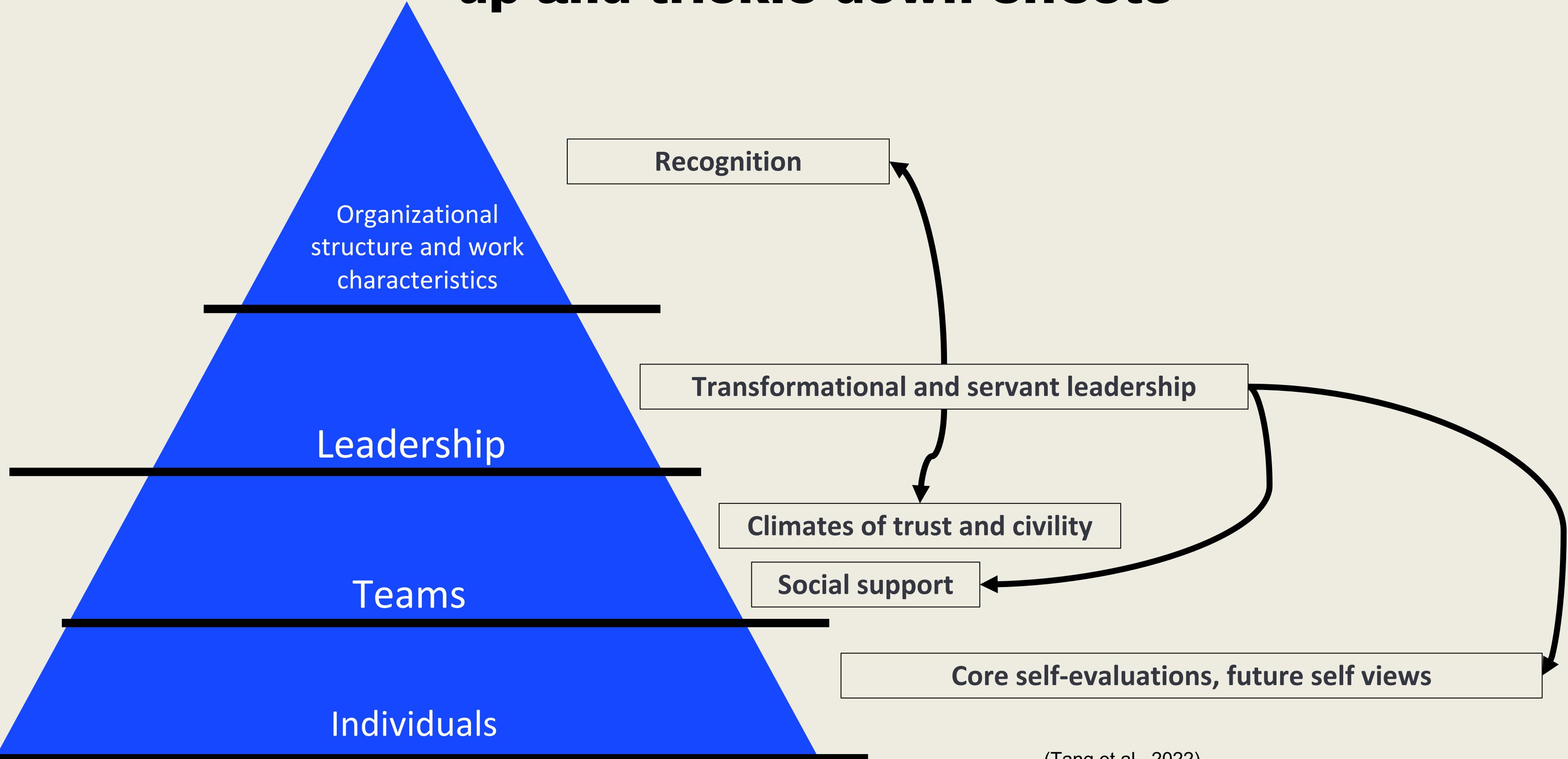
Knowing when to stand up



...and when to sit down



# Transformational and servant leadership: Trickle-up and trickle-down effects

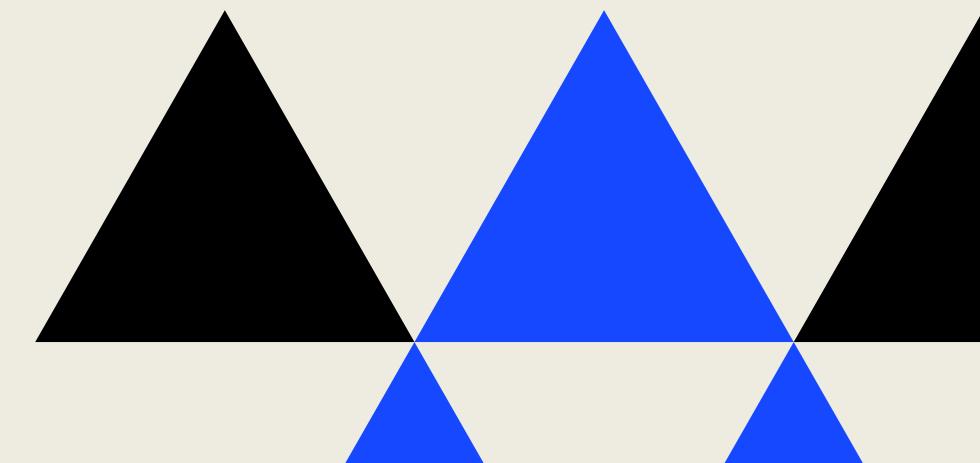




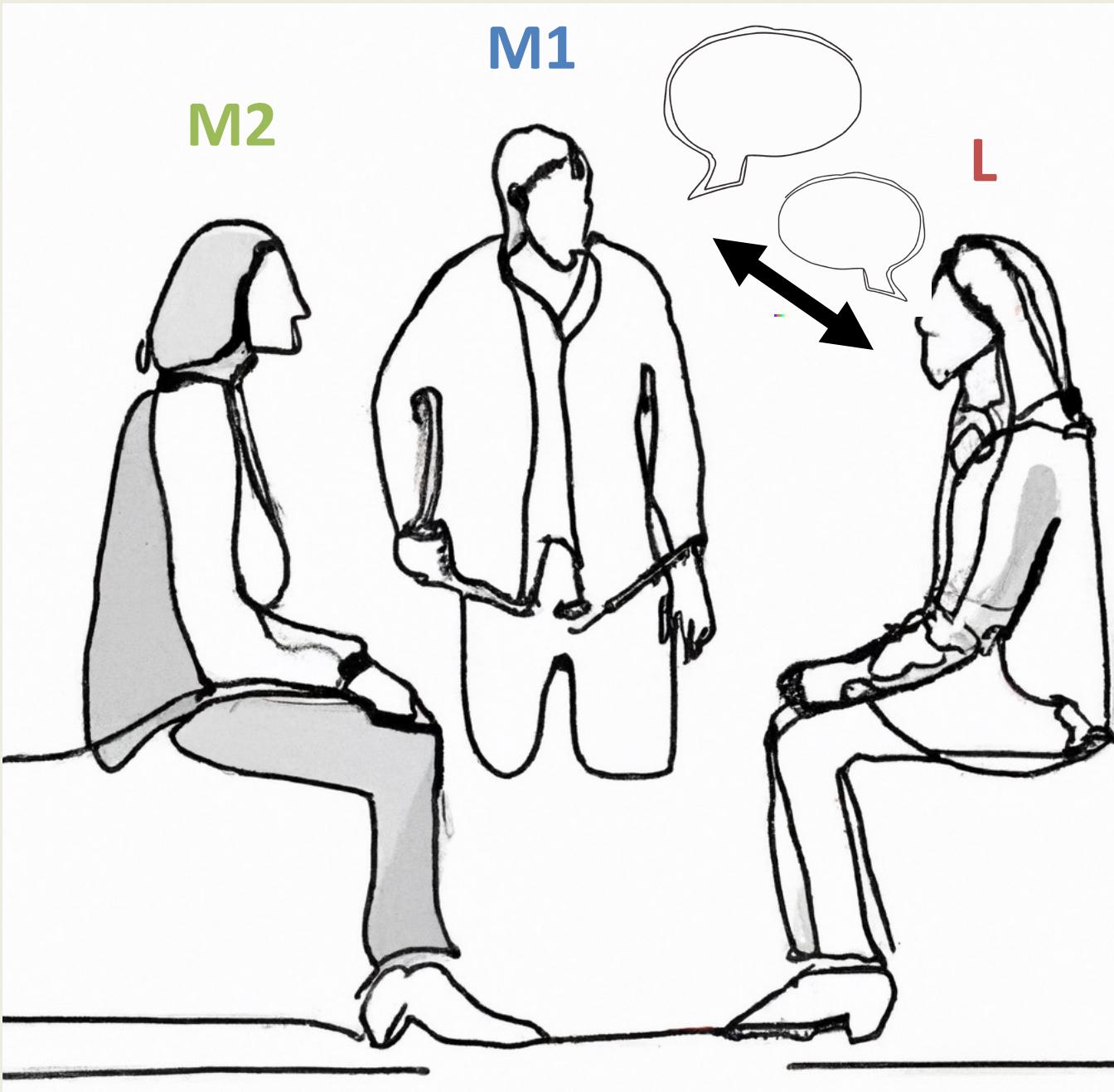
## Two-minute reflection

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Have you recently observed positive trickle-up and trickle-down effects of transformational and servant leadership in your organization? Also think about their direct and indirect impact on individuals' vitality and learning at work.



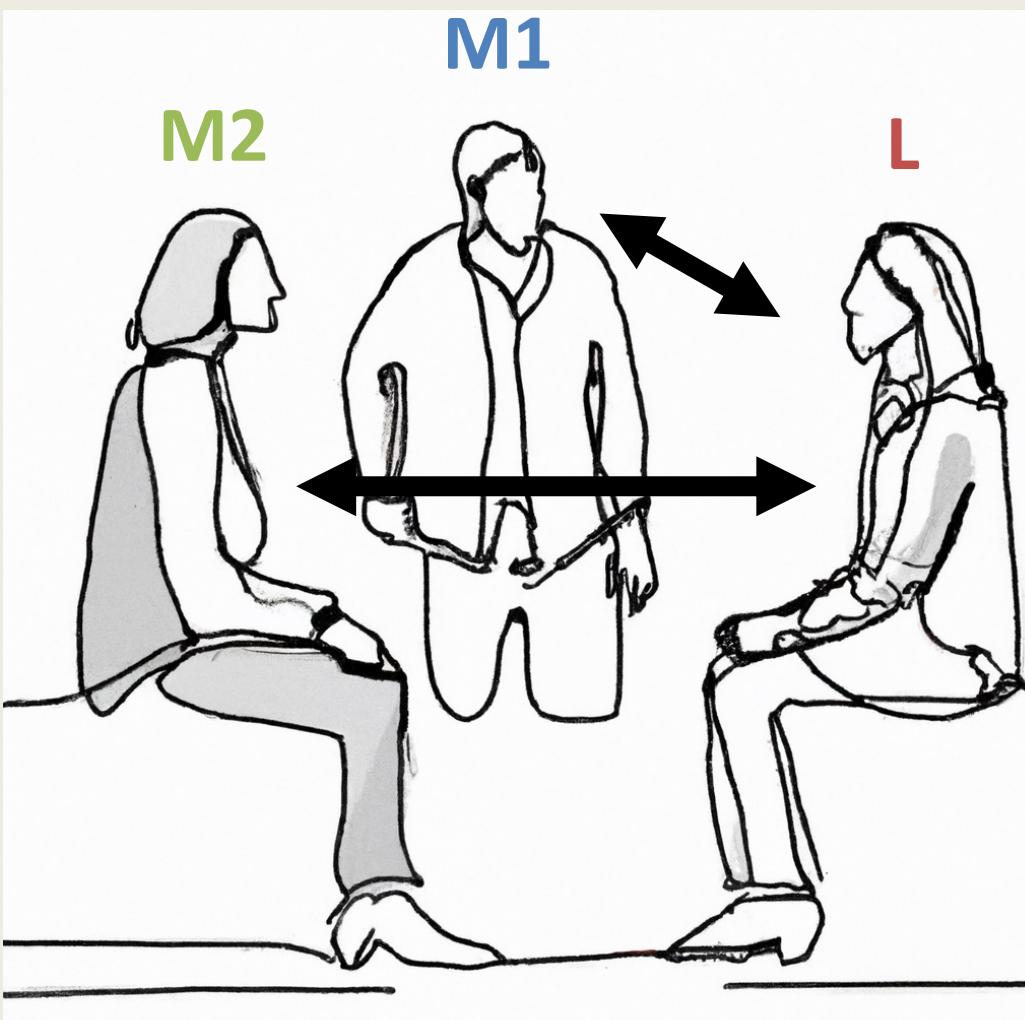
# Leadership effects: The roles of team dynamics and leader consistency



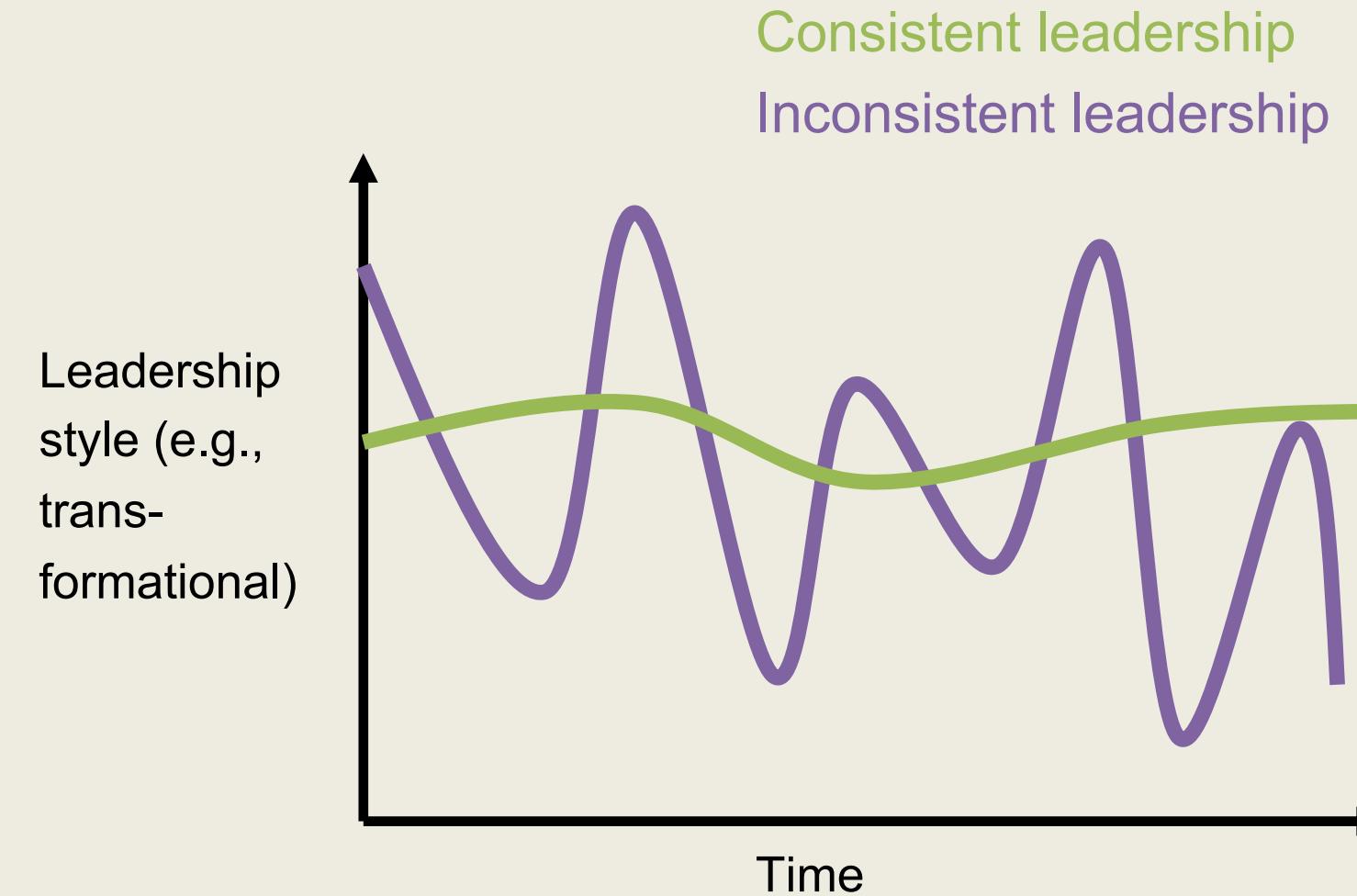
M2's observation of leader-member-exchange quality of M1 and L influences affiliative behavior towards M1, L, and others in the team

# Leadership effects: The roles of team dynamics and leader consistency

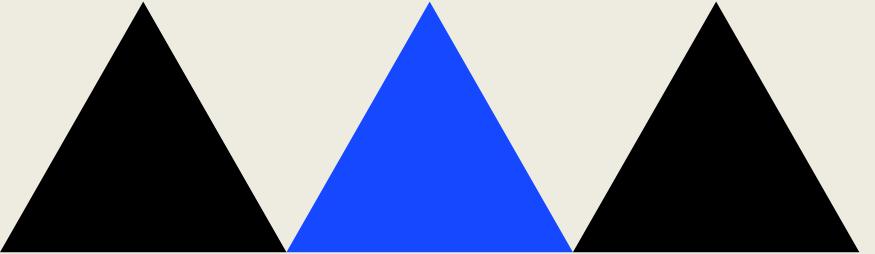
## Within-team



## Across time

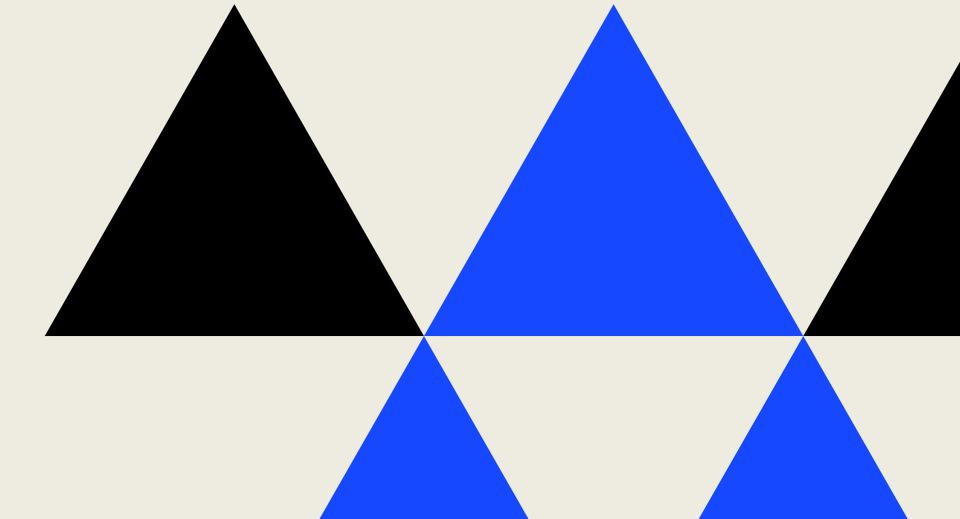


- Short-term effects on vitality, learning
- Longer-term effects on performance, health, turnover



# **Working remotely: Chances and challenges for thriving at work**



- Chances associated with increased autonomy due to high working flexibility
  - Challenge of balancing work demands and resources
  - Challenge of sustaining meaningful work-related connections and exchange
  - Challenge of designing effective training opportunities
- 

# **Working remotely: Chances and challenges for thriving at work**

## **1. Establish clear expectations**

- setting clear expectations from the start
- should be clear how often team members should check in, how work should be completed and who is responsible for what tasks

## **2. Encourage collaboration**

- using tools like virtual meetings, video conferencing and team messaging boards to keep everyone involved and updated

## **3. Create a community**

- building relationships through regular check-ins
- social activities
- support relationship-building outside the office (e.g., coworking)

(Porath et al., 2022; Rodighiero et al., 2022; Spreitzer & Hwang, 2019)

# **Working remotely: Chances and challenges for thriving at work**

## **4. Prioritize communication**

- encouraging team members to be open and honest with each other

## **5. Provide support**

- providing tools and resources needed to be successful
- access to technology, training and support

## **6. Promote work-life balance**

- encouraging employees to take breaks and set boundaries to help them maintain a healthy balance

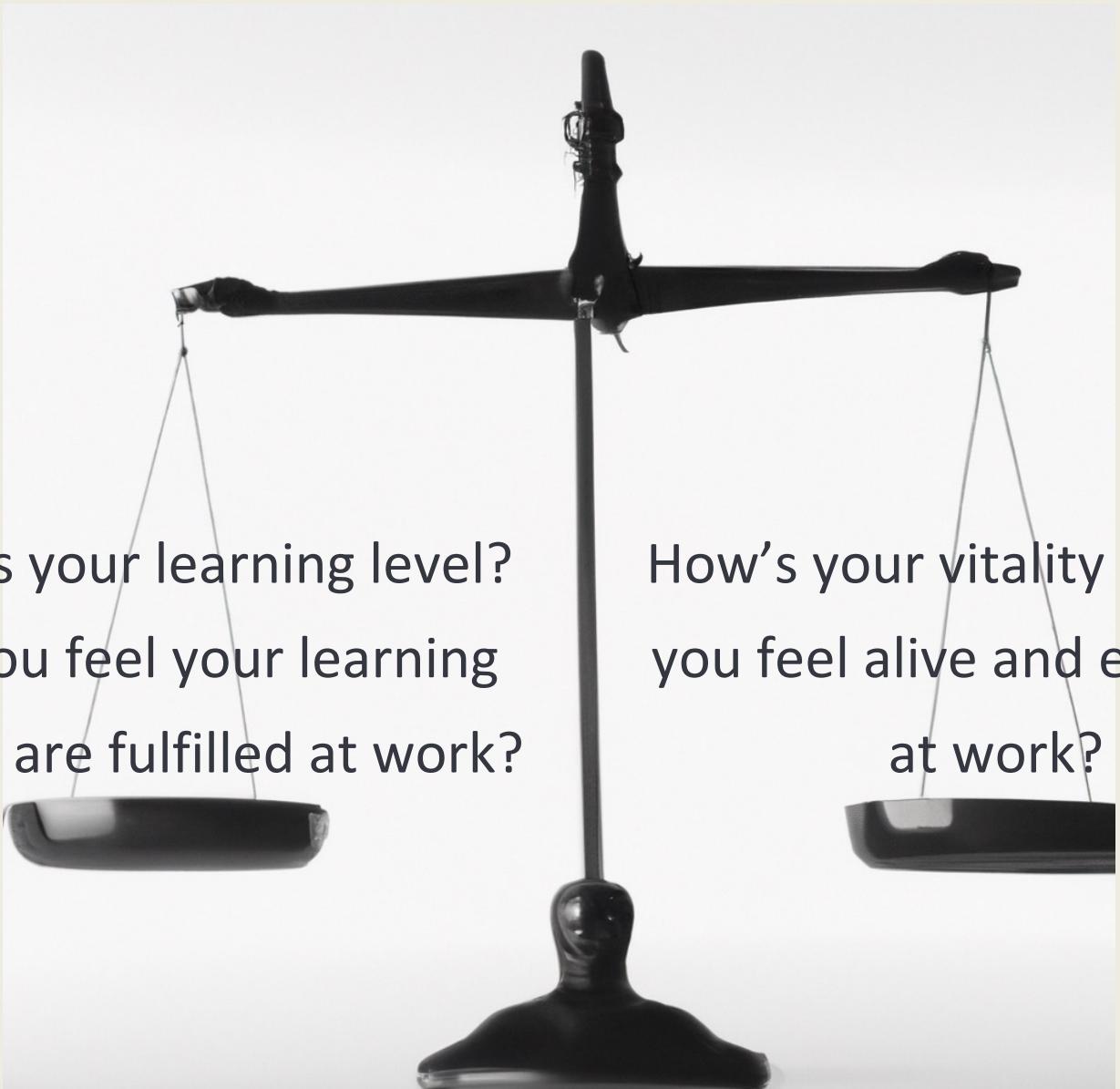
(Porath et al., 2022; Rodighiero et al., 2022; Spreitzer & Hwang, 2019)

# One final practical suggestion...



# Final practical suggestion

Weekly vitality and learning check-ins  
(manager-employee interaction or in team)



Considering means to increase vitality,  
learning, or both



DALL-E: "team members talking with each other about their vitality and learning at work on the moon in a circle, digital art"



# THANK YOU!

**Reach out at...**



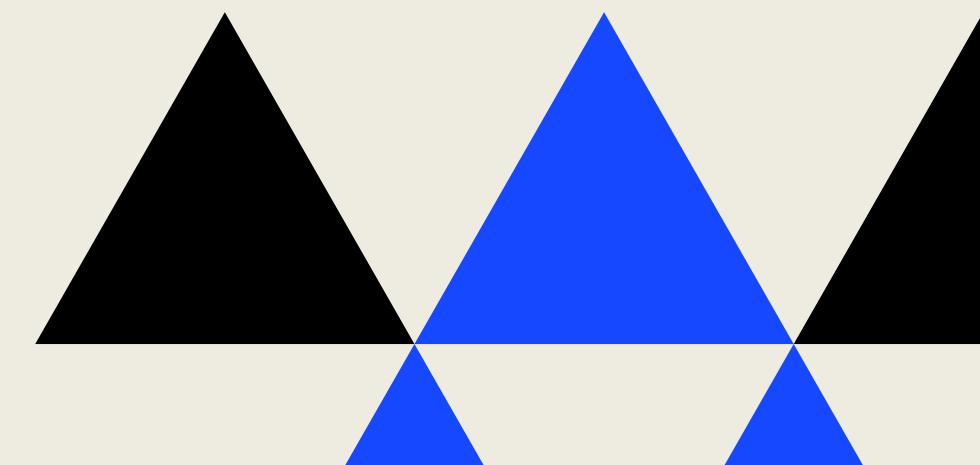
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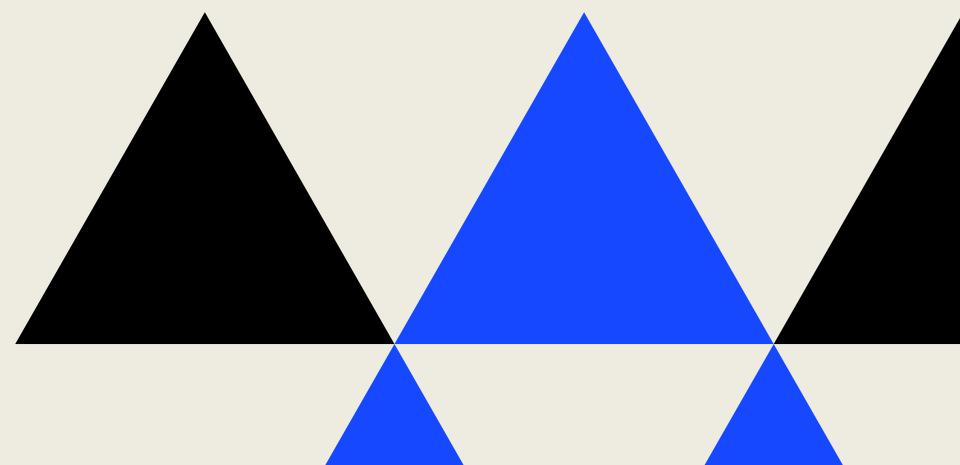


# Reflection time (take-home)



Please think along – how much do you agree with the below statements?

1. Expectations regarding the frequency of check-ins are clear to everyone.
2. Task responsibilities are clear to everyone.
3. All team members are involved in team processes and immediately updated about relevant decisions.
4. Virtual team meetings run smoothly.
5. Social events take place on a regular basis.
6. All team members are well connected.
7. Team members' efforts are recognized.
8. Team members communicate open and honest with each other.
9. Team members are equipped with the technical tools necessary to complete their work tasks.
10. All team members have the opportunity to participate in trainings.
11. There is a good work-life-balance among members of the team.



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