



THE HUMAN CONNECTION PERFORMANCE INDEX

Thriving teams create differentiated performance

Companies are competing at pace to accelerate business transformation in the context of competitive disruption and technological advancement. These strategies are reliant on an organisation’s people and culture to achieve the desired market differentiation, performance and profitability.

Are you focused enough on learning how your teams thrive, so you achieve high performance?

- 7 out of 10 significant shifts facing organisations are people related. (1)

Whilst organisations have become more sophisticated in leveraging data and customer experience insights, the human side of team performance remains intangible.

What transforms a good team into a great team can remain unclear. Equally underperformance frequently signals hidden issues in human connection that lead to challenges in collaboration or change agility.

What if you could measure and respond to these fundamental drivers of human thriving and performance sooner with greater clarity?

We have developed our WDI Human Connection Performance Index (HCPI) assessment tool and methodology to enable teams to identify and then address the, often hidden yet critical, elements of what makes a team great, or equally identify the root cause of team underperformance.

Specifically, our research has identified four key components of Human Connection that are proven to positively correlate with high team performance and, when cultivated, leads to increases in collaboration, innovation, and ultimately business results.

This insights report shares our research and HCPI approach that unlocks the human energy that drives business performance.

THE PEOPLE AND CULTURE CHALLENGES UNDERMINING PERFORMANCE AND PROFIT

- The ‘human energy crisis’ – 70% of people globally are struggling or suffering. (2)
- 800% difference between top and average performance in role and 30% gap in right talent to right role. (1)
- A typical organisation expects five major change initiatives in three years, yet only 34% of change initiatives succeed, with 50% failing. (3)

Research affirms that there is a meta crisis happening in human connection, making future business performance fragile and threatening the returns made on strategic initiatives and investments. Distributed, remote and hybrid ways of working also point to more holistic people solutions being required to respond to new ways of working:

- 43% of leaders say relationship-building is the greatest challenge in remote and hybrid working. (4)
- 55% of hybrid workers feel lonelier at work and 59% have fewer work friendships. (4)

HOW TEAM PERFORMANCE NEEDS TO BE DIFFERENTLY IMAGINED

Organisations and teams who are succeeding to adapt in the face of rapid change create:

- ✓ Exceptional networks, enabling collaboration across boundaries.
- ✓ Innovation out of challenge.
- ✓ Better relationships with tech.
- ✓ Motivation through inspired purpose.

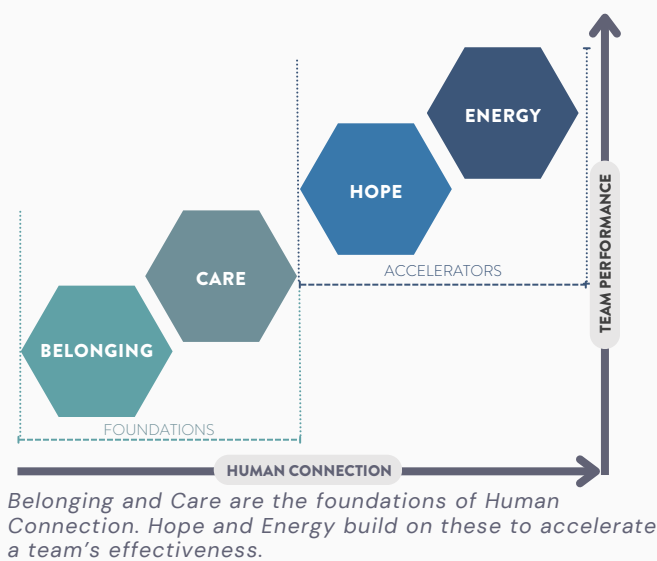
These capabilities, essential to the future of work, require the mindsets, skills, behaviours of human connection and relational leadership.

CREATE HIGH PERFORMANCE THROUGH BUILDING HUMAN CONNECTION

The four key components of Human Connection that drive performance are Belonging, Care, Hope, and Energy.

Our HCPI model, diagnostic tool, and engagement approach equips leaders with the tools to accelerate the journey to high performance through thriving together.

As you read the following component descriptions – where are you, and your team, on these key metrics?



BELONGING: Value difference and ensure everyone feels they matter

A shared sense of belonging where everyone's contribution is welcomed and valued, it feels safe to take risks, share ideas, and learn together.

Belonging unlocks sustainable performance and associated benefits:

- 56% increase in job performance. (4)
- 67% increase in employee promoter score. (4)

Without it:

- Teams decrease their knowledge sharing. (5)
- And low diversity leads to:
 - 19% deficit in innovation revenues. (6)
 - 39% deficit in profits. (7)

CARE: Embedding systems of care that underpin effective collaboration

Care is an important value and behaviour, leading to a high level of trust, respect, and wellbeing. This enables effective collaboration based on everyone's needs and perspectives, (including customers) being understood and appreciated.

Pastoral care is often pitched as recovery from cultures that have negative impacts on caring, such as being 'always on' or having emotionally distant leaders.

However, we see care as a multi-way practice and mindset that impacts all roles and as a lived systemic value improves collaboration and individual and team productivity. For example:

- Toxic workplace culture accounts for 70% of burnout and 'intent to leave'. (10)

Whereas:

- Psychological safety reduces employee turnover by up to 27% and increases productivity by up to 12%. (11)
- Inclusivity and a supportive growth environment are the two biggest factors leading to job satisfaction and work engagement. (10)

HOPE: Build the will and the way to achieve your purpose in times of great change

An organisation's purpose is inspiring and has a positive impact. Everyone knows their contribution counts, and with clear goals and support the purpose is motivating, stretching and achievable.

In times of such significant change and uncertainty, teams need collective hope that they can achieve their purpose. Yet organisations and teams are becoming fragile and losing hope.

The capability chasm

- Only 5% of organisations think they have the capabilities they need. (1)
- Only 47% of business executives believe their organisation is resilient. (8)

Threats of climate anxiety, financial insecurity, war, AI are impacting individuals resilience

- 64% expect AI to lead to job losses. (9)

Hope is the 'psychological capital' that helps employees be creative, flexible, and constructive (10) and is positively associated with professional success (12) and achieving goals effectively (13).

ENERGY: Create renewable energy through vitalised human connection

Teams and individuals are energised, and habitually find ways to re-energise and thrive inside and outside of work. There is a culture of innovation and enjoyment of solving challenges together.

Accelerating team effectiveness is about being able to respond to change and uncertainty, bounce back from challenges and leap forward through innovation. And yet, burn out and resilience is at all an all-time low:

- 53% of managers are feeling burnt out. (4)
- Gen Z report higher rates of poor mental health than any other age bracket. (14)

Unlocking renewable human energy through creating connecting cultures in hybrid teams builds flow, resilience, and agility through transformation.

THE HCPI IN PRACTICE

Designed to be used by senior leadership teams or multi-layered functional, remote and hybrid teams, the WDI HCPI identifies the barriers and enablers to team performance.

- The HCPI assessment evaluates current levels of belonging, care, hope and energy at an individual, team, and organisation level.
- This detailed diagnostic of your team's experience provides clear direction on where you need to focus to improve performance.
- We facilitate highly experiential, virtual and in-person, workshops that build trust, connection, and a shared vision.
- Together your team moves through a process of awareness raising, capability, and strategy development leading to a shared commitment to thriving and high performance.
- The HCPI is available to resurvey at a later date with the option of your team integrating a small number of pulse metrics to create regular feedback loops.
- Depending on the team's size, the HCPI approach takes 4-8 weeks to complete.

Using HCPI, we work with leaders and teams to measure the practical and motivational aspects of teams to build the pathways that accelerate performance and drive business outcomes. For example, if you:

- Have a newly formed or restructured team who are yet to find their sweet spot.
- Are struggling to get team members to collaborate effectively.
- Need to positively move through a period of change together.

WDI's HCPI assessment and team engagement strategy provides the common language and approach that drives high performance through thriving together.

ABOUT WDI

Our vision is to harness energy and intention in a way that sparks positive change with individuals, teams, and organisations. We support leaders at key points of business transition through our behavioural insights and ability to create high trust, connected, purposeful teams. Our clients achieve sustainable high performance because they've learnt how to thrive together.

We deliver specialist team and individual coaching and leadership programmes based on our research and highly experienced team. In addition to the HCPI assessment, we also have successful programmes delivered globally in change leadership, manager and leader development, women's leadership, inclusive leadership, and team coaching.

TO LEARN MORE, CONTACT:

✉ Clare.Russell@wdiconsulting.com

✉ Angela.Rixon@wdiconsulting.com

 wdiconsulting.com

Reference points

- 1 McKinsey & Company; The State of Organizations, 2023
- 2 Gallup; Wellbeing At Work, 2021
- 3 Gartner; Organizational Change Management insights
- 4 Microsoft Work Trend Index, 2022
- 5 Sage Journal; Workplace Exclusion Impacts on Knowledge-Sharing via Moderation of Digital Media and Organizational Culture, April 2023
- 6 Forbes.com article; Diversity Confirmed To Boost Innovation and Financial Results, 2020
- 7 McKinsey & Company; Diversity matters even more: The case for holistic impact, 2023
- 8 Forbes article; Resilience; 5 Ways To Build It
- 9 Ipsos news; Global predictions for 2024
- 10 Avey, J. B., Reichard, R. J., Luthans, F., & Mhatre, K. H. (2011). Meta-analysis of the impact of positive psychological capital on employee attitudes, behaviors, and performance.
- 11 Gallup article; Employee burnout, Part 1: The 5 Main Causes
- 12 Youssef, C. M., & Luthans, F. (2007). Positive organizational behavior in the workplace: The impact of hope, optimism, and resilience. *Journal of Management*, 33(5), 774-800.
- 13 Wikipedia; Hope
- 14 McKinsey Health Institute article; Heat waves, the war in Ukraine, and stigma: Gen Z's perspective on mental health, 2022