



THE  
PERMAH  
WELLBEING  
SURVEY  
FOR WORKPLACES

WELLBEING RESULTS

**Benzie-Lealanau County Health Department**

25th June 2023 to 15th July 2023

**THEWELLBEINGLAB**

A MICHELLEmcQUAID PROGRAM

# HOW CAN YOU CARE FOR YOUR WORKPLACE'S WELLBEING?

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In its simplest form wellbeing is our ability to feel good and function effectively as we navigate the natural highs and lows we all experience. The good news is that just like every other skill that anyone has learnt in your workplace, the same three Learning Loop steps make all the difference:



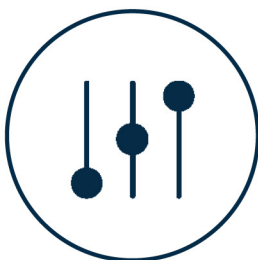
## ACTING

Experimenting with different ways to look after or care for our wellbeing.



## ASSESSING

Reflecting on what's working well, noting where we're struggling, and most importantly, observing what we're learning.



## ADJUSTING

Reaching for self-compassion rather than self-criticism and, like a wise and kind coach, holding ourselves accountable to either apply what we've learned and try again, choose an alternative approach, or seek help.

And then we start all over again: **acting**, **assessing**, and **adjusting** until we reach mastery.

Before your workers even took The PERMAH Wellbeing Survey, they were already **acting** and experimenting with different ways to look after their wellbeing. Even if they weren't that mindful about it ... yet!

Now that they've taken The PERMAH Wellbeing Survey, you're ready to start **assessing** how they're doing. So, as you look at your workplace's results, grab a pen and paper and be sure to note down:



### WHAT'S WORKING WELL?

It's important to start with this question so your workplace can continue building on these actions and keep improving your individual and collective wellbeing abilities. Even when you feel like almost nothing is working well, we promise your results will help you find the workplace wellbeing strengths you can build on.



### WHERE ARE WE STRUGGLING?

There is no shame in struggling, it is just a sign that, like every other person and workplace on this planet, you are still figuring some things out. Even when it feels like everything is going really well, your workplace wellbeing results will help you identify opportunities for individual and collective improvement.



### WHAT ARE WE LEARNING ABOUT CARING FOR WELLBEING?

Because wellbeing ebbs and flows based on what is happening in and around your workplace, more important than your workplace's results at any one time is what you can learn by reflecting on your results. Ultimately, this is what enables your workplace to more intelligently, confidently, and actively care for your people's wellbeing, now and in the future.

When you've finished **assessing** your results grab your **PERMAH Workplace Wellbeing Plan** to help you **adjust** your wellbeing approaches.

Please remember The PERMAH Wellbeing Survey is providing information as an educational resource, and takes no responsibility for its use, misuse or any psychological or physical outcomes.

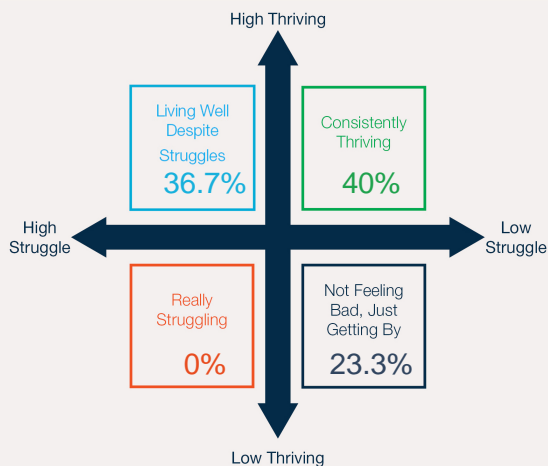


# OUR WELLBEING RESULTS

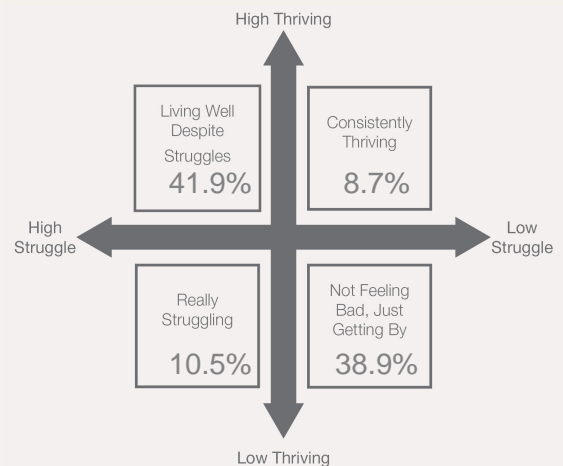
Your Data Gathered: **25th Jun 2023 to 15th Jul 2023**

Number of Respondents: **30**

## STATE OF WELLBEING - YOUR RESULTS



## STATE OF WELLBEING - GENERAL POPULATION



## WORKPLACE OUTCOMES

Your Result



Population Average

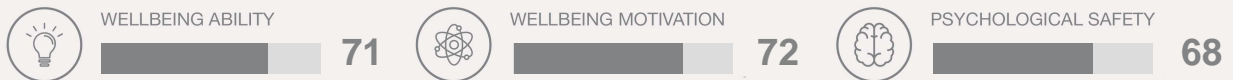


## WELLBEING AMPLIFIERS

Your Result



Population Average



## TOP 3 WELLBEING STRUGGLES

For You

1. Caring for others
2. My physical health
3. Dealing with people

Population

1. Mental Health
2. Physical Health
3. Dealing With People

## TOP 3 MOST VALUED FORMS OF WELLBEING SUPPORT

For You

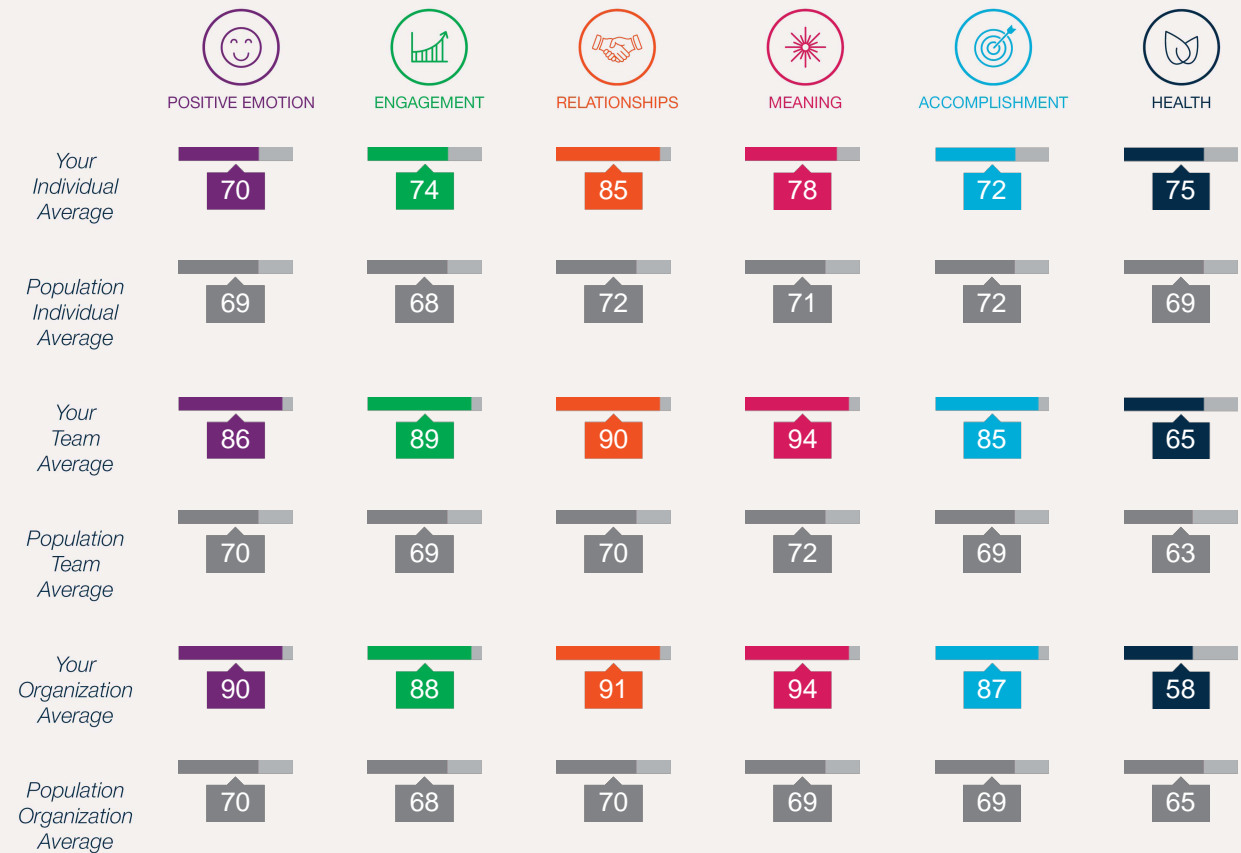
1. Wellness classes
2. Gym memberships or discounts
3. Health benefits

Population

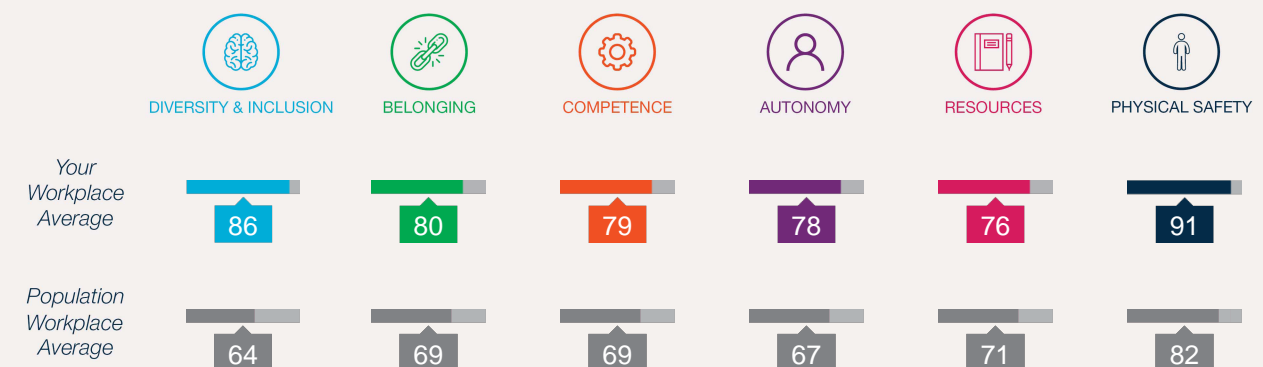
1. Health Benefits
2. EAP
3. Wellbeing/resilience training



### PERMAH WELLBEING FACTORS



### WORKPLACE WELLBEING NUTRIENTS



### TOP 3 WELLBEING BARRIERS

- |                           |   |
|---------------------------|---|
| <i>Your Results</i>       | <ol style="list-style-type: none"> <li>1. Not enough time</li> <li>2. Too much mental energy required</li> <li>3. Not enough money</li> </ol> |
| <i>Population Results</i> | <ol style="list-style-type: none"> <li>1. Not sure how to start</li> <li>2. Other</li> <li>3. Too much physical effort required</li> </ol>    |

### TOP 3 PEOPLE I ASK FOR HELP WHEN STRUGGLING

- |                           |  |
|---------------------------|--|
| <i>Your Results</i>       | <ol style="list-style-type: none"> <li>1. Friends or family</li> <li>2. Someone in my team</li> <li>3. My boss</li> </ol>      |
| <i>Population Results</i> | <ol style="list-style-type: none"> <li>1. Someone outside of work</li> <li>2. My boss</li> <li>3. Never tell anyone</li> </ol> |

# WHAT DO OUR RESULTS MEAN?

As you are **assessing** what's working well, where your workers and workplace are struggling, and what you're learning when it comes to caring for wellbeing, it can be helpful to know that studies have found:

| SCORE RANGE        | INTERPRETATION   |
|--------------------|--|
| <b>59 or below</b> | Generally, an indicator that your workers' wellbeing is struggling and requires attention, action, and assistance.   |
| <b>60 - 69</b>     | Lower than is ideal and may require attention, action, and assistance if sustained over time.  |
| <b>70 - 75</b>     | The healthy average. Many workers consistently score in this range.  |
| <b>76 - 100</b>    | Exceptionally healthy. However, it is healthy for your workers' levels of wellbeing to ebb and flow. So if your workers scored close to 100 on all factors in repeated surveys, this may suggest a lack of psychological safety to honestly tell you how they are feeling. |

The population scores are calculated as global norms that have been gathered from people completing The PERMAH Wellbeing Survey and from representative population samples we continuously gather and update from around the world.

Below you'll find a brief explanation of each of the measures. To explore your results more deeply, be sure to download your **Workplace Wellbeing Result's FAQ's** or **book a debrief with one of our workplace wellbeing experts.**

## YOUR WORKPLACE'S STATE OF WELLBEING

In its simplest form, wellbeing is your workers' ability to feel good and function effectively (their levels of thriving) as they navigate the inevitable highs and lows of work (their levels of struggle) that enable them to learn and grow. Our studies have found that it is possible for your workers to thrive despite struggle; in fact, workers who are *living well despite struggles* often show the most resilience. We have also found that it is possible for workers not to experience wellbeing even in the absence of struggle. In fact, workers who are **not feeling bad, just getting by** often have the most to gain by learning to care for their wellbeing.

*Is the current state of wellbeing in your workplace serving you well?*

## YOUR WORKPLACE OUTCOMES

Levels of worker engagement, performance, and satisfaction are a reflection of how your people feel things are going at an individual, team, and organizational level in your workplace, and the impact this is having for you on key business outcomes.

*Are your current levels of worker engagement, performance, and satisfaction where you want them to be?*

## YOUR WORKPLACE'S WELLBEING AMPLIFIERS

When it comes to your workers more intelligently and actively caring for their wellbeing, the important numbers to track are their levels of Wellbeing **Ability** (their capacity to take actions to care for their wellbeing), Wellbeing **Motivation** (their commitment to consistently care for their wellbeing), and **Psychological Safety** (the existence of safe spaces with others to talk honestly about how they're learning to care for their wellbeing).

*Do your workers have the Wellbeing AMPlifier levels they need to individually and collectively experiment with intelligent ways to care for their wellbeing?*

## YOUR WORKERS' WELLBEING STRUGGLES

There is no shame in having workers who are struggling. It is simply their body's way of letting them and you know that they need some additional support to enable their learning and growth when it comes to caring for their wellbeing.

*What support might your workers need to navigate their biggest wellbeing struggles?*

## YOUR WORKERS' MOST VALUED FORMS OF WELLBEING SUPPORT

Caring for our wellbeing is challenging. Not only does it require consistent actions every day, but as the world around us changes, what worked well today may cause us to struggle tomorrow. This is why caring for our wellbeing at work requires diverse forms of ongoing support.

*Are you investing in the forms of workplace wellbeing support your workers most value?*

## YOUR WORKPLACE PERMAH WELLBEING FACTORS

One way to understand, measure, and action evidence-based approaches for caring for wellbeing is by drawing on Dr. Martin Seligman's PERMAH Framework, which points to six wellbeing factors that enable us to feel good and function well:





**POSITIVE EMOTIONS** – Prioritizing moments of regular heartfelt positivity – spending time in nature, finding a reason to laugh, taking a break, practicing mindfulness – to fuel your resilience.



**ENGAGEMENT** – Using your neurological strengths – the things you're good at and enjoy doing – to feel more confident, energized, and engaged.



**RELATIONSHIPS** – Making time to genuinely connect with other people – expressing gratitude, showing kindness, being compassionate – and savoring the feelings of warmth and trust.



**MEANING** – Understanding how what you do each day has a positive impact on others and feeling connected to something larger than yourself.



**ACCOMPLISHMENT** – Embracing a learning mindset and cultivating the grit you need to accomplish the things that matter most to you



**HEALTH** – Eating well, moving regularly, taking time to recover, and sleeping deeply each day to ensure you have the energy to consistently thrive.

Different wellbeing factors are important to different workers, teams, and workplaces, and it is natural for each factor to vary across time, situations, and experiences, but feeling poorly in one area generally results in feeling poorly in others as well.

It is important to understand that caring for our wellbeing is not a solo endeavor. Wellbeing habits, attitudes and actions spread through a complicated web of social connections around us, which is why we have included your workplace's PERMAH scores at an individual, team and organizational level.

*How are you encouraging and supporting your workers, teams, and organization to actively invest in each PERMAH factor?*

### YOUR WORKPLACE WELLBEING NUTRIENTS

Workplace norms, attitudes, and actions can undermine or amplify individual experiences of wellbeing. While researchers are still discovering the optimal workplace wellbeing support factors, studies have found that environments that enable people to fulfil their basic psychological needs of autonomy (having a sense of freedom of choice in one or more ways), competence (able to do one's work, learn, and grow), and belonging (connecting deeply with others), and which provide a sense of inclusion and diversity, physical safety, and the resources for workers to do their jobs, make it easier for people to thrive consistently.

*How are you encouraging and supporting your leaders to create a healthy work environment?*

## YOUR WORKPLACE WELLBEING BARRIERS

Identifying what makes it hard for your workers to care for their wellbeing can help your workplace identify the type of wellbeing interventions and tools that are most likely to make it easier for your workers to care for their wellbeing. It turns out that when it comes to caring for your wellbeing, tiny, consistent actions can have a mighty impact over time. So look for ways to help your workers shrink their wellbeing efforts.

*How can you help your workers overcome the barriers to caring for their wellbeing?*

## WHO YOUR WORKERS ASK FOR HELP

Workers who don't feel safe to ask for help when they are struggling with their wellbeing at work, or who first turn to someone outside of work, are statistically more likely to report lower levels of wellbeing ability, wellbeing motivation, and psychological safety. Who your workers are turning to for help is a good gauge on how safe they feel to talk about their wellbeing struggles in your workplace.

*Are your people seeking help when they are struggling with their wellbeing from the people that are best equipped to support them?*

## YOUR WORKERS' STATES OF WELLBEING

Caring for our wellbeing is never a one-size-fits-all solution. Generally, our studies have found that workers who are *consistently thriving* and those who are *living well despite struggles* will report significantly higher averages for all the PERMAH factors and all of the Workplace Wellbeing Nutrients than workers who are ***not feeling bad, just getting by*** and those who are *really struggling*.

However, when struggle is an experience that has not been normalized in workplaces, the PERMAH factors and Workplace Wellbeing Nutrients will generally be lower for workers who are *living well despite struggles* and higher for those ***not feeling bad, just getting by***. This can suggest that the resilience we so often find of workers who are living well despite struggle is yet to be fully realized in your workplace.

*Are your people experiencing the benefits of thriving, regardless of their levels of struggle?*

*Which PERMAH factors and Workplace Wellbeing Nutrients are making the biggest positive difference for your workers who are thriving? How might prioritizing support for these help your workers who are struggling?*

# WANT MORE?

## PERMAH WELLBEING SURVEY DEBRIEF

**Would you like our wellbeing workplace experts to provide a deeper debrief** of your results and recommendations for action in either a 60-minute presentation or a written report?

[click here](#)



**Need to dive deeper into your survey data** and dig deeper into your data and provide insights by demographic groups, reflect on trends over different time periods, or report on the additional questions you'd added?

[click here](#)



**Want to boost your workers' levels of wellbeing ability, motivation, and psychological safety?** Immediately actionable and measurable, our Amplifying Wellbeing & Resilience Series unfold over 8 live, online 30-minute sessions that blend classroom learning, real world experiments, and coaching to quickly build the knowledge, tools, and support your people need to thrive.

[Click here](#)



**Looking for a proactive, stigma-free EAP alternative to support your people's wellbeing?** Our highly sought-after team of wellbeing coaches excel in helping workers create small, daily, evidence-based wellbeing practices that can be sustained – no matter how busy they are.

[Click here](#)



**Want to learn more about caring for your wellbeing at work from the world's leading researchers?** Go backstage for the latest insights and practical tips each week on the free Making Positive Psychology Work podcast.

[click here.](#)