

# Engagement, Collaboration, Well-Being, and Productivity: A Detailed Look at the 4 Pillars of Workplace Vitality™

## Insights into collaboration, engagement, well-being, and productivity

Employers want their organizations to be great places to work. They want their people to be engaged, productive, collaborative, and content.

Meanwhile, employees want to feel good about their company, their performance, their relationships, and themselves.

In a working world of constant change and relentless pressure, these can be challenging desires to fulfill consistently.

**How to do so?** MARS DRINKS engages in extensive research to address that question.

**Why?** Because MARS DRINKS is 100% dedicated to the workplace, believing that employees are a company's most important asset and providing beverages like coffee, tea, and hot chocolate to customers worldwide.

Based on this focus, MARS DRINKS feels a responsibility to support customers and help them Rethink the Daily Grind™. We create great tasting moments at work. In addition, we are committed to providing knowledge and insight for our customers.



## Introducing Workplace Vitality

As part of our research into the work environment, MARS DRINKS developed the concept of Workplace Vitality™. It encompasses the 4 pillars of organizational success in one term:

*“An environment that is vibrant, thriving, and alive with potential based on effective collaboration, engagement, well-being, and productivity.”*

Workplace Vitality captures the heartbeat of an organization, the lifeblood of its culture, and the spirit of its people. It describes an ideal state to which organizations can aspire.

Most important, it lies at the intersection of 4 pillars. The MARS DRINKS Workplace Vitality model brings together engagement, collaboration, well-being, and productivity as both necessary and important. It is in their intersection that Workplace Vitality exists. No pillar is more important than another, and their interplay is at the heart of effectiveness.

## About the 4 Pillars

Based on qualitative research, MARS DRINKS developed definitions for the 4 pillars of Workplace Vitality.

### Collaboration

Essential teamwork—working together as a team to achieve common goals.

### Engagement

Emotional commitment to the company and its goals evidenced by work effort.

### Well-Being

Health, happiness, and fulfillment with work-life

### Productivity

The amount of work produced on time and to specification.

MARS DRINKS research demonstrates the importance of the interrelationships among the 4 pillars. Together, they are fundamental to an organization's success.



## About the Key Pillars

MARS DRINKS also commissioned various research efforts to gain greater insight into the dimensions of Workplace Vitality. One survey queried nearly 4,000 workers in five countries; another slightly more than 4,000 in the United States and Canada. MARS DRINKS also researched multiple companies via onsite visits, observations, and interviews with their employees. Based on lessons learned through those investigations, let's look at the 4 pillars—and their associated statements—in detail.

### Collaboration: My Team

Teamwork based on shared goals. That sums up collaboration in the context of Workplace Vitality.

Without it, silos develop that hinder productivity. With it, employees enjoy a deeper sense of purpose and belonging, leading to greater engagement and well-being.

In one survey, MARS DRINKS found that 91% of respondents believe collaboration is important to their organization's success. But only 66% feel their organization does a good job supporting it.

**And beverages?** Two-thirds of respondents say workplace drinks are important to collaboration.

After all, drinks aren't just a staple in meetings; they're often the reason people come together. Whether mingling over tea or gathering around the brewer, beverages help colleagues stay connected.

**Overall, the statements that describe collaboration are these.**

- I communicate frequently with my team.
- I cooperate frequently with other parts of the organization.
- I share information with those on my team.
- I feel committed to a team task or goal.
- I devote time and attention to help others on the team.
- I fully contribute to achieving common tasks and goals.
- I express appreciation for fellow team members.



**Here's a deeper look at the important meaning behind these statements.**

Overall, one of the most important aspects of collaboration is **people fully contributing to achieving common tasks and goals**. Picture a field of yellow tulips. Beautiful. Now picture a single red tulip in the middle. Still beautiful, yet somehow discordant. The beauty of a great individual performance hinges on its contribution to a common goal. Teammates feel most fulfilled when pulling together.



**Communication and information sharing are also key.** These two statements address similar dynamics from slightly different angles. Quality communication is what counts. It's about giving some thought to sharing the right information with the right people at the right time, and in the right way, not just buffeting team members with emails. And communication should always be a two-way street. The most effective collaboration occurs with plenty of sharing and also plenty of listening.

**Seeking help and offering help**—two essential components of collaboration. The most effective teams pull each other up and are attentive to when someone might need a hand. The freedom to let down your guard and ask for help is important. Teams can't flourish if members feel they must prove their self-sufficiency on every project.

**Expressing appreciation for fellow team members.** Study after study shows that people value appreciation even more than compensation. Highly collaborative teams are liberal with appreciation, both privately and in groups. Whenever appreciation is in order, drinks are, too. That's especially true when appreciation rises to the level of celebration.

**Commitment to a team task or goal.** All teams come under fire from time to time. When things get hot, it's reassuring to count on colleagues—to know they're more interested in supporting the team than protecting their turf.

**Adapting effectively to change.** Teams rarely stay static for long. People may come and go, projects may shift, and the organization may undergo changes, but a team is most effective when it can work through change successfully—adapting, shifting, and maintaining effectiveness through it all.

## COLLABORATION:

Essential teamwork—working together as a team to achieve common goals.

**Without it,** silos develop that hinder progress, innovation, and improvement.

**It's enhanced by** shared goals, which foster engagement by building a sense of purpose and belonging.

91%

state that *Collaboration is important to their organizations' success*

87%

agree that *"Collaboration describes employees/ associates working together as a team to achieve common goals."*

**RESPONDENTS SAID,** "Employees coming together in the pursuit of a common goal or deliverable. Working to make the team achieve at its highest level!"

– *Human Resources Manager*

"Leadership would say collaborating is a business imperative and a competitive advantage." – *Human Resources Manager*

**Raising challenging issues constructively.** Truly effective teams are not without conflict, but rather they manage conflict effectively. Constructive disagreement can be a boon if it stays on task. Often, the presence of beverages in a potentially prickly encounter helps ease tension.

**Cooperating across the organization.** Collaboration within teams isn't enough. Effective organizations cultivate relationships among teams as well. Work cafés and coffee bars are good ways to bring teams together.



## Collaboration In Action: Examples From MARS DRINKS Research

So how do companies foster collaboration as a part of overall Workplace Vitality? Here are examples from our research.

**Morning huddle.** Each morning, employees of a mid-sized software company gather in a standing huddle to keep everyone in the loop. This is the time to provide project updates, ask for assistance, and address concerns.

**Friday email.** When Friday afternoon comes around, an email chain circulates through the office of a digital marketing agency. Employees add to the thread to make announcements, seek help, applaud colleagues, and share kudos from clients. It's a fun way to end the week on an upbeat note.

## Engagement: My Work

Every organization prizes engagement, but not all can articulate it. The MARS DRINKS definition? Engagement equals emotional commitment that results in greater work effort.

When employees know they're valued, when they believe they're part of something that matters, they're more likely to go the extra mile.

Analysis of MARS DRINKS research reveals that engagement is a key driver of Workplace Vitality and it has the strongest interrelationships with the other 3 pillars.

In one survey, MARS DRINKS found that 90% of respondents believe engagement is important to their organization's success. But only 62% feel their organization does a good job supporting it.

**And beverages?** Two-thirds of respondents say workplace drinks are important to engagement.

**So what makes up engagement? From MARS DRINKS' research, these are the ten key factors that make up engagement.**

- I am passionate about performing my job well.
- I believe I can make a positive impact through my job.
- The work I do in my job is very important to me.
- My job provides me with the opportunity for ongoing learning.
- I am interested in my job.
- Being a member of this organization is energizing.
- I find the work that I do to be full of meaning.
- I am enthusiastic about my job.



Here's a deeper look at the statements that correlate highly with engagement.

Overall, it's critical that **people are passionate about performing well**. It's easy to think that some jobs don't lend themselves to passion. But why not? Consider the brick layer. Does he say, "I lay bricks"? Or does he say, "I help build homes, hospitals... maybe even cathedrals"? Helping employees find the connection between their job and your organization's purpose is a key to engagement.

**Work that is important and that makes a positive impact.** These are related to passion and engagement as well. People want to care intensely about the work they do. Leaders willing to mingle in the coffee bar are in prime position to reinforce these attitudes through casual interaction.

**Exerting a lot of effort in ones' work.** Engagement leads to effort. People with an emotional commitment to their work try harder and care more. They provide that extra amount of discretionary effort that contributes to really great performance. Ready for a break? The work café or coffee bar provides a welcome respite before it's time to refocus on the next task.

**Interest in a job that is full of meaning.** "Interest" and "meaning" are connected. All jobs entail some parts that aren't favorite, but some companies are adept at keeping it to a minimum by assigning jobs according to aptitude and, even more so, preference. It's easy to get engaged when you love what you do.

**Enthusiasm about the job and being part of an organization that is energizing.** Enthusiasm for one's job makes going to work worthwhile. Even better is when that enthusiasm ripples outward. When people feel excited about not only their job, but also their team and entire organization, engagement soars. And of course caffeine



## ENGAGEMENT:

Emotional commitment to the company and its goals evidenced by work effort.

**Without it,** quality and effort suffer as associates are less likely to "go the extra mile" to do what's needed.

**It's enhanced by** situations where associates/employees feel they are valued by the organization.

90%

*state that Engagement is important to their organizations' success*

78%

*agree that "Engagement describes employees' / associates' emotional commitment to the company and its goals."*

**RESPONDENTS SAID,** "Engagement looks like people taking initiative to go the extra mile, to think of new and better ways to do things." - *Executive Assistant to SVP*

"Engagement means you're involved in what we're doing as a company and you're doing your part to help the company reach its overall goals." - *Office Manager*

and great refreshments can be energizing, too, especially when supplied as a perk that gives people one more reason to love their work.

**Challenging work.** When jobs get stale, people grow ambivalent and effort fades. When jobs stay challenging, people are eager to see what comes next instead of just trying to get through the day.

**The opportunity for ongoing learning.** Ongoing learning means continual growth. No one likes to stay stagnant. Beverages are welcome in training sessions as well as situations where people are connecting together to learn both formally and informally –because they contribute to employees staying alert, focused, and connected.

## Engagement In Action: Examples From MARS DRINKS Research

**Customer's voice.** An industrial design firm invites customers to its workplace to meet with team members who might otherwise have little customer contact. It's a chance for employees to hear firsthand how their work matters.

**Birthdays off.** Here's a simple way to help people feel good about where they work: Give all employees their birthday off. That's what a global technology company does. The practice originated with an employee suggestion, so it comes with a built-in bonus: While building goodwill, the company gets to remind employees that "we're listening."

### Well-Being: Myself

MARS DRINKS defines well-being as health, happiness, and work-life fulfillment. It encompasses all areas of life, including physical, emotional, and occupational.

Well-being can be enhanced by a supportive work environment, positive work relationships, and appealing amenities. When it lags, burnout, absenteeism, and turnover often follow.

In one survey, MARS DRINKS found that 89% of respondents believe well-being is important to their organization's success. But only 64% feel their organization does a good job supporting it.

**And beverages?** Multiple MARS DRINKS studies found that beverages have a significant impact on well-being. In one survey, a whopping 80% of respondents linked the availability of workplace beverages to a greater sense of well-being.

Beverages can help workers refresh, relax, recharge, and rehydrate. They also promote movement. If you want coffee, you have to take a walk to get it.

**Based on MARS DRINKS' research, these are the factors that make up well-being:**

- Overall, I am satisfied with my life.
- Overall, my life is fulfilling.
- In general, I am happy with my life.
- Generally speaking, my relationships are good.
- Overall, I feel good about myself.
- I have control over the things that are important to me.
- In general, I have positive relationships.



Here's a deeper look at the statements that correlate highly with well-being.

Overall, when people have **the opportunity to grow and develop**, they are significantly more likely to report a sense of well-being. The desire to learn and stretch and grow is part of the human condition. And it's a primary marker of well-being.

**Satisfaction and happiness with life.** Well-being at work spills into well-being at home. Overall life satisfaction implies feeling so good about each sphere of your life that you can bring your best to the others.

**Life that is fulfilling.** A close cousin of satisfaction, fulfillment resides on a plane that's a bit more emotional. People who agree with this statement have discovered something even more meaningful than mere happiness.

**Health.** Corporate wellness programs can go a long way toward garnering agreeable responses to this statement. Physical health requires the time, energy, and motivation to stay fit. People are more likely to follow through when they get positive reinforcement on the job. The availability of healthy beverages make a terrific contribution here as well.

**Positive relationships.** People are social beings, and work is fundamentally social. When they feel good about their relationships, they feel better about themselves.

**Feeling connected to a community.** Strong community ties—both inside and outside of work - contribute to well-being. They connect people to the greater good. Of course, the workplace is a community, and for many people, it can supply the sense of belonging they crave.



## WELL-BEING:

Health, happiness and fulfillment with work-life.

**Without it,** burnout, absenteeism, and turnover can occur.

**It's enhanced by** the workplace environment, conditions, amenities, and workplace relationships.

89%

*state that Well-Being is important to their organizations' success*

87%

*agree that "Well-Being describes the health, happiness, and work/life balance enjoyed by employees/associates."*

**RESPONDENTS SAID,** "It means providing a workplace that is safe, motivating, and inspiring. A place where the individual is recognized and considered and the conditions are conducive to good mental and physical health."

- Human Resources Manager

"Enjoying your work and workplace, as well as other areas of life." - Manager

**Positive feelings about self overall.** Self-esteem matters much to well-being. It stems from so many sources: your sense of purpose and accomplishment; how you think others perceive you; the ability to find meaning in the smallest moment. Even a great cup of coffee can put a spring in your step.

**Control over the important things.** In the workplace, this translates into the ability to make choices about how best to get things done. Well-being gets a bump when your employer trusts you enough to make your own decisions.



## Well-being in action: Examples from MARS DRINKS research

**Keeping fit.** An HR consulting firm makes wellness a priority. Employees take advantage of an on-site fitness center, compete on company teams, and join colleagues in a walking program. What's more, an impromptu game of office mini hoops could break out at any time. Fitness is contagious, so everyone looks for ways to stay active.

**Volunteer day.** A global industrial design firm selects a charity each year and gives employees a day off to make a difference—together. The company shuts down and pitches in en masse. The tradition improves self-esteem, relationships, and sense of community—all markers of well-being.

### Productivity: My Performance

Productivity is straightforward. MARS DRINKS defines it as the amount of work produced on time and to specification. Quantity, quality, efficiency, and timeliness are all part of the equation.

The role of productivity in Workplace Vitality is especially intriguing. MARS DRINKS research suggests that improvements in collaboration, engagement, and well-being all have a positive impact on productivity. But it doesn't work the other way around: An increase in productivity alone is unlikely to trigger improvements in the other 3 pillars.

The lesson? Though it might be tempting to focus on productivity, it's probably better to find a balance among all aspects of Workplace Vitality.

In one survey, MARS DRINKS found that 90% of respondents believe productivity is important to their organization's success. But only 72% feel their organization does a good job supporting it.

**And beverages?** Nearly 70% of respondents say workplace drinks are important to productivity.

Beverages energize workers, keeping them alert and focused. Consumed during breaks, they help people recharge before their next task. Drinks are also a reassuring part of the workplace routine, often obtained at the same time or under similar circumstances each day.

**87% OF RESPONDENTS:**



**BUT:**



These are the statements that are indicators for productivity:

- I produce the appropriate quantity of work.
- I complete my work effectively.
- My work is of the highest quality.
- I take pride in the work I produce.
- Overall, I am productive at work.
- I produce high quality results in a timely manner.
- I am able to complete my work efficiently.



Here's a deeper look at the statements that correlate highly with productivity.

Most important, is a **sense of pride in one's work**. Pride is the one attitude that correlates most strongly with productivity. It's also a bridge to well-being because pride in one's work naturally leads to greater self-esteem.

**Producing appropriate amounts of work.** What is the appropriate quantity? Everyone knows whether they're doing all they can or just enough to get by. The best feeling at the end of a workday is when you had much to do and got it all done.

**Producing quality work.** External validation is nice, but most people have an internal barometer that gauges quality. When they know their work is good, they feel good—a nice alignment of productivity and well-being.

## PRODUCTIVITY:

The amount of work produced on time and to specification.

**Without it,** an organization has difficulty staying in business.

**It's enhanced by** Engagement, Collaboration, and Well-Being.

90%

*state that Productivity is important to their organizations' success*

81%

*agree that "Productivity describes the amount of work produced on time and to specification."*

**RESPONDENTS SAID,** "People focusing and getting their tasks done in an efficient manner with a high-quality output." - *Human Resources Manager*

"Productivity is a huge component of what is expected. Employees would tell you there is pressure to be very productive. You can never do enough." - *Facilities Manager*

**Working effectively and efficiently.** Effectiveness is doing the right job. Efficiency is doing the job right. Prioritizing the workday is an elusive skill for some. It's all too easy to get bogged down in minutiae rather than focus on what really matters. Interview subjects in the MARS DRINKS research repeatedly mentioned their belief that coffee aids focus and concentration.

**Work that exceeds standards set by the organization.** Doing more than expected is a surefire way to cultivate warm feelings about personal productivity.

**Adding value for the organization.** While a sense that one adds value for the organization is critical to productivity, a preponderance of people in the MARS DRINKS study didn't have a strong sense of their value. While they reported a high level of confidence in their own work, they didn't necessarily see how that work translated to the bigger picture for their company. There's an opportunity here for companies to do a better job stressing the link between individual effort and organizational results. And this is brilliantly accomplished through town halls, through coffee chats with managers, and through providing access to leaders via informal opportunities such as coffee breaks.

**Producing high quality results in a timely manner and generally being productive at work.** If you agree with the first statement, you'll almost certainly agree with the second. Do a job well and do it on time—that's all it takes for most folks to feel good about their productivity. Interview subjects in the MARS DRINKS research were largely in accord on one point: Coffee aids productivity by keeping drinkers alert and energized.

## Productivity in action: Examples from MARS DRINKS research

**Digital dashboard.** A manufacturer posts project and performance updates on a wall-mounted digital dashboard. Centrally located, the dashboard brings people together to stay informed about corporate productivity—often with coffee in hand.

**Tracking occupancy.** A global energy company uses technology to track occupancy patterns. By collecting data about how heavily work and meeting areas are used, the company can make better decisions about allocating space efficiently. The goal is to get a workplace that improves productivity by supporting the way people actually work.

## In Summary

Collaboration, engagement, well-being, and productivity are the key components of Workplace Vitality. The 4 pillars are interconnected—touch one and you have some effect on all. Any organization seeking a high-performance workplace might want to look at the statements pertaining to each pillar and think about ways to influence them. And of course workplace beverages have a significant role to play in all of these, and in creating Workplace Vitality overall.





**At MARS DRINKS we know the workday can be so much more than the daily grind.**

That's why we're 100% dedicated to the workplace—creating new and inspiring ways to help people connect, collaborate and get things done.

Learn More:

[MarsDrinks.com](http://MarsDrinks.com)

Request a Free Trial of the MARS DRINKS solution for your office:

[MarsDrinks.com/contact/free-trial/](http://MarsDrinks.com/contact/free-trial/)

**ABOUT MARS DRINKS' WORKPLACE VITALITY STUDY**

*MARS DRINKS commissioned a series of workplace-related research initiatives in early 2015, beginning with U.S.-based qualitative research (conducted through online bulletin boards with 39 workplace decision-makers) and a U.S.-based quantitative study (conducted through online surveys with 272 workplace decision makers) fielded in February 2015. In June 2015, Mars Drinks commissioned a multi-country quantitative study with 3,813 workplace executives, leaders/influencers and associates in the U.S., U.K., Germany, France and China. The study further examined respondents from a mix of industry types (finance, healthcare, government, manufacturing, legal services, insurance, consulting, etc.); an array of business sizes (20-149, 150-499, 500-999 and 1000+ associates); a variety of workplace formats (office, manufacturing, warehousing/logistics, healthcare, education, mobile, retail, etc.); and finally, a range of respondents in terms of ages, genders and ethnicities, with a cap of 44 years of age for associates to ensure greater representation of the future workforce.*