

# U-M Studies Workplace Productivity, Happiness

**ANN ARBOR** – While it may come as little surprise that happy employees are more productive, a high-performing workforce needs more than just a feeling of contentment – workers need to thrive, says a researcher at the University of Michigan.

"We think of a thriving workforce as one in which employees are not just satisfied and productive but also engaged in creating the future – the company's and their own," said Gretchen Spreitzer, professor of management and organizations at the Michigan Ross School of Business.

"Thriving employees have a bit of an edge – they are highly energized – but they know how to avoid burnout."

Over the past seven years, Spreitzer and Christine Porath, assistant professor at Georgetown University's McDonough School of Business, have researched the nature of thriving in the workplace and the factors that enhance or inhibit it.

They, along with colleagues Cristina Gibson of the University of Western Australia and Flannery Garnett of the University of Utah, have surveyed more than 1,200 white- and blue-collar workers in various industries about learning, growth, personal energy, retention rates, health, overall job performance and organizational citizenship behaviors.

In a new study published in the Harvard Business Review, Spreitzer and Porath found that people who fit their description of thriving demonstrated 16 percent better overall job performance and 125 percent less burnout than their peers.

They were 32 percent more committed to the organization and 46 percent more satisfied with their jobs. They also missed much less work and reported significantly fewer doctor visits, which meant health care savings and less lost time for the company.

The researchers identified two components of thriving – vitality and learning.

"Vitality is the sense of being alive, passionate and excited," Spreitzer said.

"Employees who experience vitality spark energy in themselves and others.

"Companies generate vitality by giving people the sense that what they can do on a daily basis makes a difference.

"Learning is the growth that comes from gaining new knowledge and skills. People who are developing their abilities are likely to believe in their potential for further growth."

Spreitzer and Porath say that the qualities of vitality and learning work in concert – one without the other is unlikely to be sustainable and may even damage performance.

For example, people with high energy and high learning were 21 percent more effective as leaders than those with only high energy. Those with high energy and low learning were 54 percent worse when it came to health than those who were high in both.

"The combination of vitality and learning leads to employees who deliver results and find ways to grow," Spreitzer said.

"Their work is rewarding not just because they successfully perform what's expected of them today, but also because they have a sense of where they and the company are headed. In short, they are thriving, and the energy they create is contagious."

According to the researchers, managers can employ four measures – each enforcing the other – to promote a culture of vitality and learning, ultimately helping employees thrive at work:

- Provide decision-making discretion.
- Share information.
- Minimize incivility.
- Offer performance feedback.

The quicker and more direct the feedback, the more useful it is.

# GM's Pontiac Facility Uses Engine Energy to Power Up

**PONTIAC** – Engineers at General Motors' Pontiac Engineering Center are powering parts of the facility with excess energy produced from testing engines.

Since Pontiac began the energy efficiency project following a 2008 renovation, the facility has regenerated more than 26.7 million kilowatt hours of energy to power internal processes.

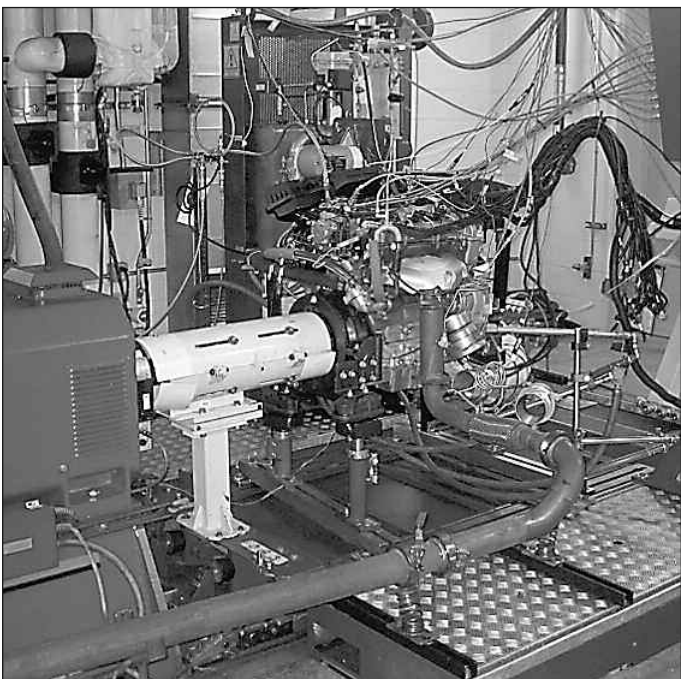
This is the equivalent of the electricity consumed by 2,326 U.S. households in one year.

The savings is no accident. GM engineers built in this capability as they renovated and expanded the facility four years ago.

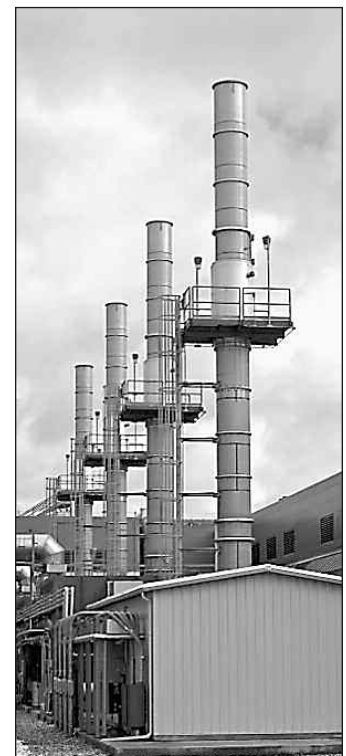
"Pontiac was a brownfield project, which meant parts of it were in existence already, but other wings of the facility had to be built from the ground up," said Dave Gunnel, engineering manager for Pontiac test facilities.

"The benefit of building from scratch was that we were able to bake in energy efficiency aspects directly into the system, rather than trying to retrofit."

The energy generated from engine testing powers air conditioning and lighting in the laboratory area. Besides lowering the overall energy output, it allowed GM designers to downsize the transformers and network architecture –



**An Ecotec 2.4L 4-cylinder engine is tested at GM's Powertrain Engineering Center in Pontiac, Mich. Power from engine testing is used to power parts of the facility.**



**Four thermal oxidizers, which are used to scrub engine exhaust that escapes during engine testing, sit between the wings of powertrain testing cells at GM's Powertrain Engineering Center in Pontiac.**

similar to a motherboard in a computer – because not as much original energy would be needed.

"Everything that we came up with when designing the upgraded systems was based on the availability of regenerative power, like what we pull from the engines," said Gunnel.

"If we didn't have the re-gen feature, our utility costs

would've been higher."

The facility also cleans the remaining engine exhaust before it is released into the atmosphere.

A common ductwork system collects engine exhaust and helps it travel through thermal oxidizers outside the plant before being released into the air.

The "destruction efficiency" is 96 percent, meaning all

but 4 percent of hydrocarbons and other constituents are removed before release.

Pontiac has four thermal oxidizers at its disposal, used only on an as-needed basis.

# Campbell Ewald Supports 2012 Navy Week in Detroit

by Gerald Scott  
News Dept.

The U.S. Navy announced recently that Detroit will be hosting Navy Week from Sept. 3-10, 2012.

Detroit is actually one of 15 selected U.S. cities where America's Navy will "come home" in 2012, giving area residents an opportunity to meet sailors and learn about the Navy's various capabilities and its relevance to national security.

Locally, Warren ad agency Campbell Ewald helps support initiatives during Navy Week, what with CE being the Navy's national agency of record and all.

Campbell Ewald Managing Director, and lead executive on the Navy account, Kathleen Donald commented on Navy Week activities scheduled for 2012.

"For Navy Week, the Navy selects 12-15 cities during the warmer months, with an admiral assigned to different cities for speeches and activi-



**U.S. Navy personnel are greeted by Campbell Ewald employees in Warren during 2011 Navy Week in Detroit. Campbell-Ewald is the ad agency of record for the national U.S. Navy account.**

ties," Donald said.

"It's not so much a recruiting tool, but it's a chance to show the work they do for us on the other side of the horizon. Ninety percent of all commerce travels by water (and the U.S. Navy protects much of that). Our Navy does a lot of work to ensure maritime commerce.

"Navy Week can happen in any city, Detroit had a Navy Week in 2011 as well."

Campbell Ewald – which received much acclaim for the Navy for Moms Web site it developed on behalf of the service – has hosted Navy personnel at CE headquarters in Warren such as during last

year's Navy Week.

Meanwhile, Detroit Navy Week will commemorate the Bicentennial of the War of 1812 and The Star Spangled Banner with U.S. Navy ship visits, and special events recognizing America's Navy for keeping the sea free for more than 200 years.

The U.S. Navy conducts Navy Weeks across the country to show Americans the return they receive for their substantial investment in America's Navy. During a Navy Week, the Navy conducts a variety of outreach events – as many as 75 or more – in a metropolitan area, sharing the Navy story with

as many people as possible.

The Navy plans to include the following elements in Detroit Navy Week 2012:

- "Leap Frogs," The Navy Parachute Team;
- Visiting U.S. Navy Ships;
- Navy Band musical performances;
- Admirals and other senior Navy leaders, who will engage with local corporate, civic, government and education leaders;
- Navy simulator and other interactive displays;
- Visits to area schools;
- Community service projects and events with local sports franchises
- Visits with local veterans.

Others hosting a Navy Week in 2012 are: Phoenix; New Orleans; Nashville; Spokane; Baltimore; Boston; Sacramento; Sioux Falls, S.D.; Milwaukee; Chicago; Toledo; Cleveland; Buffalo, and Houston.

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