Happiness at Work: Insights from Science for Leading Change and Inspiring Excellence

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Why Happiness at Work?

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What is Happiness at Work?

A.k.a. Well-being, happiness at work is an overarching sense of **enjoyment**, feeling **connected**, and knowing that what we do **matters to something beyond ourselves -** at work.

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Happiness at Work is Not…

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How is it Good?

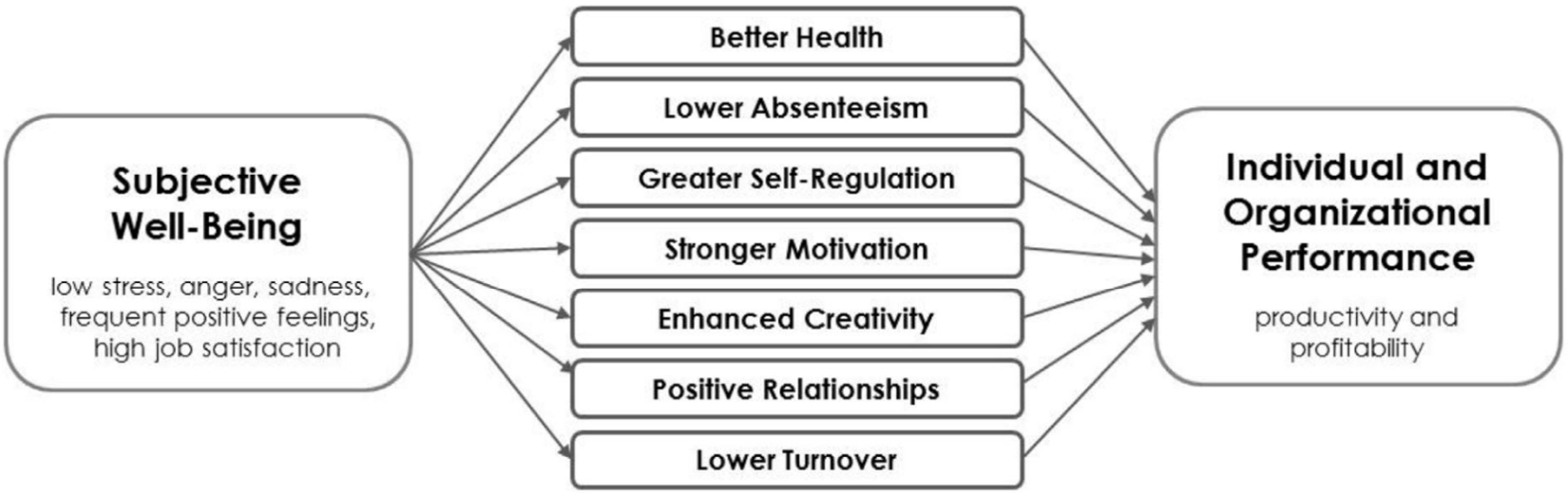

Fig. 1. A simplified model of many pathways by which subjective well-being is related to individual and organizational work performance. There are moderating forces that can operate at each line in the model.

(Tennaya, Poole, & Deiner, 2016)

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Increasing Happiness: Three Lenses

Individual

Interpersonal

Organizational

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Increasing Happiness: Four Pillars PERK

Purpose: Knowing that your work matters to you, the organization, and something greater

"You have a sense of purpose when you make valuable contributions to others (individuals and organizations) or to society that you find personally meaningful and that don't harm anyone." (Morten Hansen, Great at Work, 2018)

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<u>Engagement</u>: Having a positive, fulfilling, work-related state of mind; a strong sense of **vigor** towards, **dedication** to, and **absorption** in work activities'; flow.

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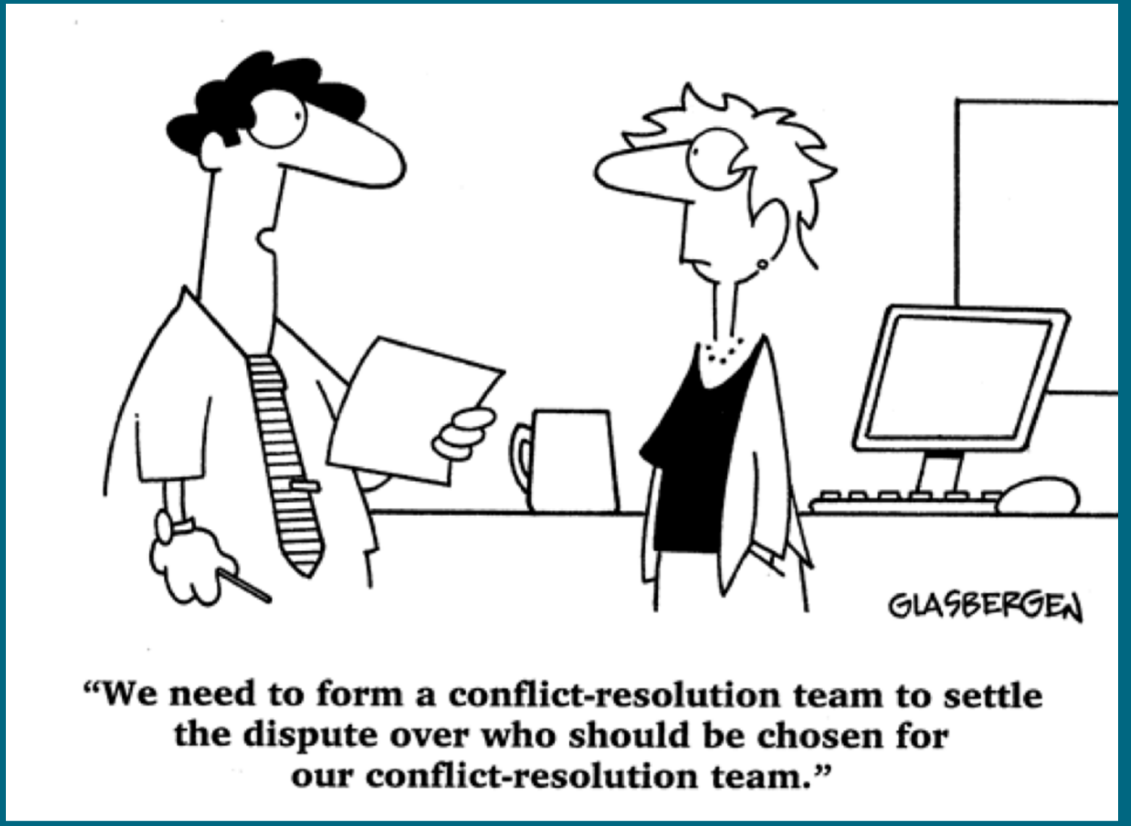
Resilience: handling adversity with grace, e.g. being able to recover and learn from setbacks, failures, rejections, and manage social difficulties at work.



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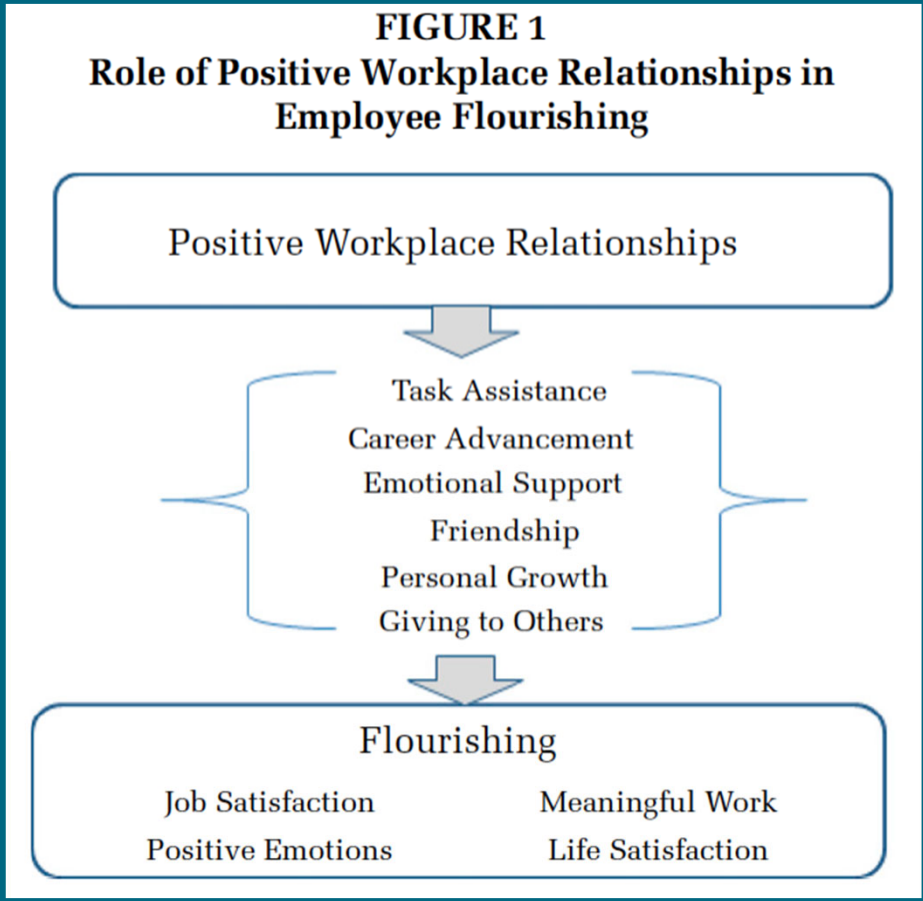
<u>Kindness</u>: Having friendly, supportive social interactions and positive collaborative relationships at work; psychological safety

(Colbert, Bono, & Purvan, 2016)



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Increasing Happiness at Work

PROFESSIONAL CERTIFICATE PROGRAM

BerkeleyX

The Science of Happiness at Work

BerkeleyX's The Science of Happiness at Work Professional Certificate

- **The Foundations of Happiness at Work**
- **Mindfulness and Resilience to Stress at Work**
- **Empathy and Emotional Intelligence at Work**

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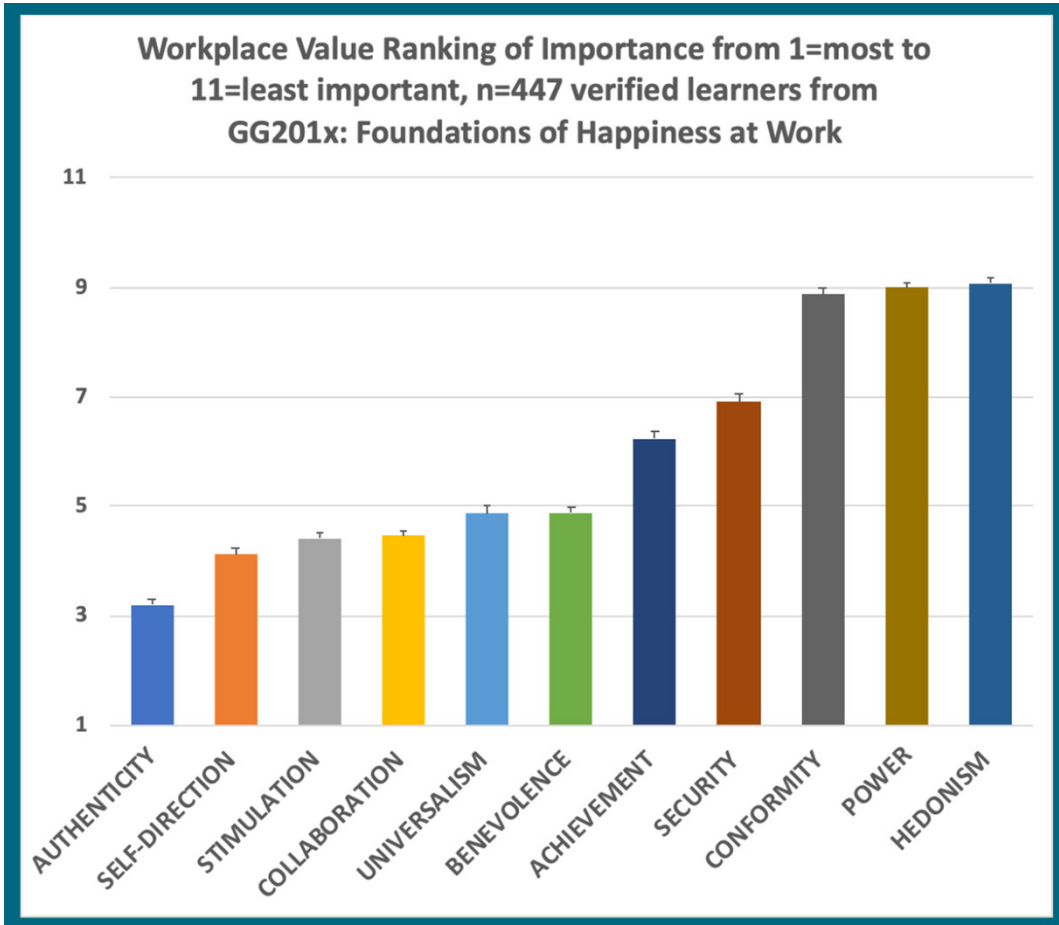

Yet on our **Surface Acting** measure:

On an average day at work, how frequently do you...

- *Resist expressing my true feelings.*
- *Pretend to have emotions that I don't really have.*
- *Hide my true feelings about a situation.*

...where 1=never, 2=rarely, 3=sometimes, 4=often, and 5=always...

47.9% scored 3 or more

(n=1,417 learners from GG203x: Mindfulness and Resilience to Stress)

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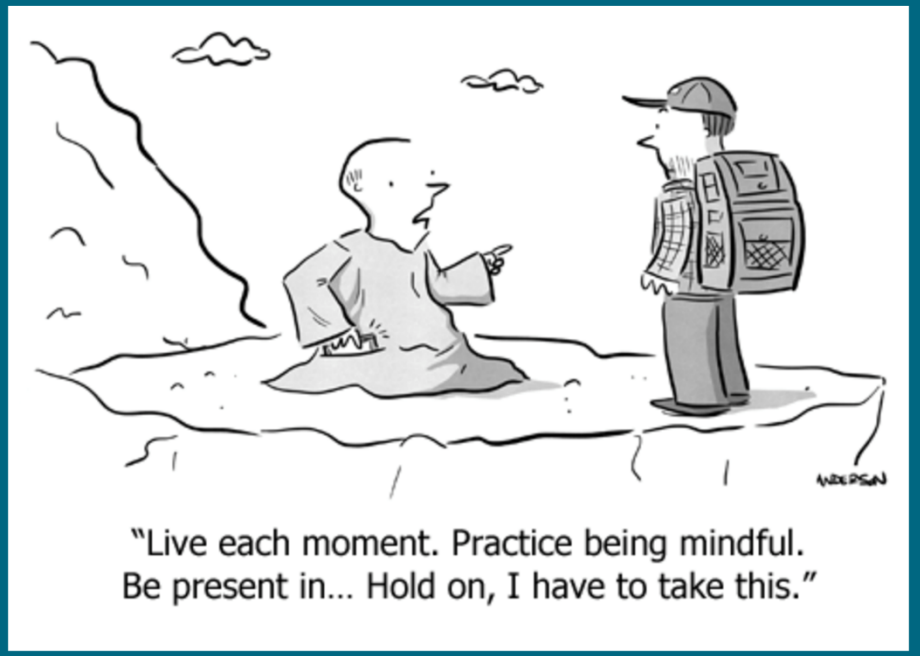
What Can I Do?

1. Awareness/Mindfulness practices (SIY, LinkedIn, SAP, etc…)
2. EQ skills training (self-awareness, management, recognition, and interpersonal "jen")



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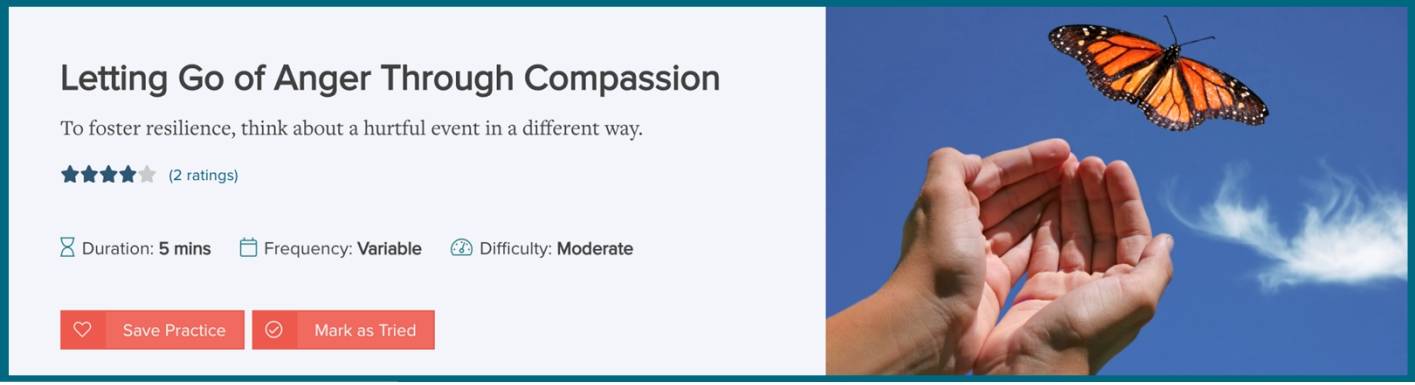
What Can I Do?

3. Habit shifting exercises: three funny things, three small wins, values affirmation, silver linings, gratitude, self-compassion, awe-inspiring activities, etc...
4. Use and enjoy off-work time, join a new social hobby



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What Can I Do With Others?

1. Explicitly signal inclusiveness and common humanity (visuals, values, mission, impact manifesto)
2. Communication practices: active listening (face-to-face, no tech), "small talk", ask for help, apologize and forgive to reconcile, and say *"Thank You for…I appreciate your effort…because…"*
3. Share meaningful experiences, give, and collectively support each other

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What Can Leaders Do?

"If we want to succeed as a team, we need to put aside our own selfish, individual interests and start doing things my way."

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How Can Leaders Do This?

1. Be “truly human” and transparent; ask, listen, be accountable and initiate rapid resolution
2. Encourage self-determination and growth, celebrate wins
3. Align decisions with core, happiness-promoting values
4. Model work-life harmony

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What Can Organizations Do?

1. Message happiness internally and outward-facing
2. Hire, onboard, train, manage for, and recognize achievement in happiness
3. Evaluate happiness and the impact of products or services on others' happiness – connect happiness data to traditional bottom line metrics
4. Offer flexibility, scaffold and track career growth, and provide opportunities for meaningful service and informal social interaction

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On Leading Change:

"a 1-point increase in reported well-being doubled the probability of the employee remaining on the job."

(Wright, 2007)

On Inspiring Excellence:

"Happiness conducive workplaces invest more in innovation and achieve greater innovative success, according to patent and citation counts relative to R&D expenditures."

(Chen, 2016)

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Closing Thoughts

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Free Resources

Web links

1. greatergood.berkeley.edu
2. ggsc.berkeley.edu
3. ggia.berkeley.edu
4. ggie.berkeley.edu
5. thnx4.org
6. The Science of Happiness podcast (@ iTunes)

Online Courses on edX.org:

1. The Science of Happiness
2. Foundations of Happiness at Work
3. Mindfulness and Resilience to Stress at Work
4. Empathy and Emotional Intelligence at Work

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THANK YOU!

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