THE PERMAH WELLBEING SURVEY

FOR WORKPLACES

WELLBEING REPORT

Midwest Collaborative for Library Services

28th October 2020 to 11th November 2020

THEWELLBEINGLAB

A michellemcquaid PROGRAM

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WHY DOES WORKPLACE WELLBEING MATTER?

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.

Studies have found that when people have higher levels of wellbeing, they are:
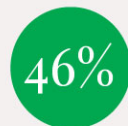
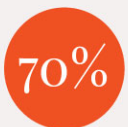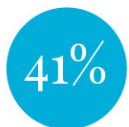| 6x	29%	45%	46%	125%	32%
more likely to feel engaged	more likely to be productive	more likely to be satisfied in their jobs	less likely to experience unhealthy days	less likely to burn out	less likely to quit

In addition, workplaces that choose to invest in employee wellbeing and have happy and engaged workers experience, on average:

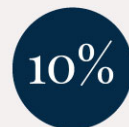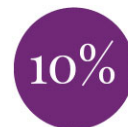| 70%	41%	24–59%	3.5X	10%	10%
fewer safety incidents	lower absenteeism	lower turnover	more likely to be seen as creative and innovative	higher customer ratings	higher average shareholder return

Just by commissioning this wellbeing report, you're one step closer to realizing more of these outcomes.

Of course, it's normal when you're receiving feedback to focus on "what's not working," and start looking for solutions to move your workplace towards a "perfect score." But when it comes to measuring and caring for wellbeing in your workplace, it's important to view these results as part of an ongoing process.

Neither prescriptive nor permanent, your wellbeing results are a tool to help you understand how your workers, teams and workplace have been doing recently, and make it easier to figure out where you individually and collectively want to focus your wellbeing energy and efforts in the coming days, weeks and months. This way, you can become more intelligent and active participants in shaping wellbeing in your workplace.

With this in mind, before you dive into your results, there are three common myths about improving workplace wellbeing that we want to make sure don't bring your good intentions unstuck.

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3

COMMON WELLBEING MYTHS

1

WHEN OUR PEOPLE ARE STRUGGLING OR STRESSED, THEIR WELLBEING SUFFERS.

The truth is that feelings of struggle and stress are not signs that people are breaking; they are signs that something important for them is unfolding and needs their attention. It is why nature wired us for curiosity, creativity, connection and resilience, to help us navigate the messy and magical process that is life. It is also why researchers have found that feelings of struggle and stress don't have to undermine people's wellbeing or performance – in fact, they can even enhance it – provided we know how to respond to these signs. This report is designed to help normalize the struggle that is a natural part of learning and growth in your workplace, and build individual, team and workplace capability, motivation and confidence to thrive through struggle.

2

ONCE OUR PEOPLE FIX THEIR WELLBEING, EVERYTHING WILL BE EASIER.

The truth is that while studies have found that improving wellbeing can help your people to have more energy, feel happier and healthier, improve relationships and make them more productive and resilient, people's levels of wellbeing ebb and flow based on what is happening around them. Rather than setting the goal of reaching perfect PERMAH scores, we've found that the real prize is in helping people to become informed, confident and active participants in shaping their own wellbeing. This report is packed with small, evidence-based, everyday wellbeing activities to make this easier for everyone in your workplace.

3

IMPROVING WELLBEING IS AN INDIVIDUAL RESPONSIBILITY.

Wellbeing habits, attitudes and actions spread through a complicated web of social connections around us – at home and at work. While studies are still discovering the best approaches for systemically supporting people's wellbeing, researchers suggest looking for ways to improve wellbeing at the levels of 'me' (individuals), 'we' (teams) and 'us' (your whole workplace) to make it easier for people to thrive consistently. This report will give you insights into how wellbeing looks at each of these levels, and ways you can create a more supportive workplace wellbeing environment.

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HOW CAN YOU IMPROVE WORKPLACE WELLBEING?

As workplaces become more diverse, technically connected, fast-paced and complex, the ability for workers to thrive as they go about their jobs has become a growing topic of conversation and concern in many boardrooms and at leadership tables. But how do you improve wellbeing?

This is a topic still being hotly debated by researchers, but one of the easiest ways to understand, measure and action evidence-based approaches for improving wellbeing is the PERMAH Wellbeing Framework proposed by Professor Martin Seligman. He suggests that wellbeing comprises:
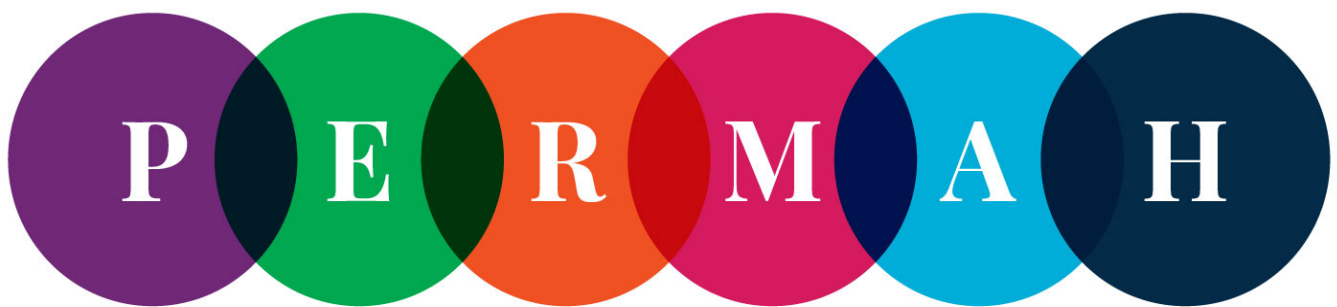
POSITIVE EMOTIONS

Boost resilience by lowering stress and mindfully navigating emotions, even when people feel overwhelmed.

ENGAGEMENT

Improve confidence and creativity by developing people's neurological strengths, even if they don't love their job yet.

RELATIONSHIPS

Fuel psychological safety by creating better connections, even if unintended rudeness has seeped into your culture.

MEANING

Make work meaningful without making it obsessive, even if people are at risk of burning themselves out.

ACCOMPLISHMENT

Build grit by practicing growth mindsets and self-compassion, even when the pressure to deliver can feel paralyzing.

HEALTH

Maximize people's energy throughout the day by eating, moving, and recovering wisely, even when they are busy.

Studies have found that each of the PERMAH elements helps to shape our wellbeing. How much you need of each element, however, varies depending on the person, the situations they're in and the outcomes they want. This means that the "right" wellbeing approach looks different for each of us, our teams and our workplaces.

Just like muscle groups, or areas of fitness, these elements of wellbeing can be tested, targeted and substantially developed through the practice of ongoing 'Positive Interventions', over 200 of which have been provided to your workers when they completed their survey.

SO HOW WILL YOU KNOW WHAT CHANGES TO MAKE?

Don't worry. In this report, you will find plenty of guidance to help you understand your wellbeing results and take the next steps. However, if you feel like you need more help at any point, just reach out to our team of workplace wellbeing experts.

A SUMMARY OF YOUR RESULTS

High Thriving

Living Well Despite Struggles **36%**	Consistently Thriving **10%**
Really Struggling **10.4%**	Not Feeling Bad, Just Getting By **43.6%**

High Struggle   Low Struggle

Low Thriving
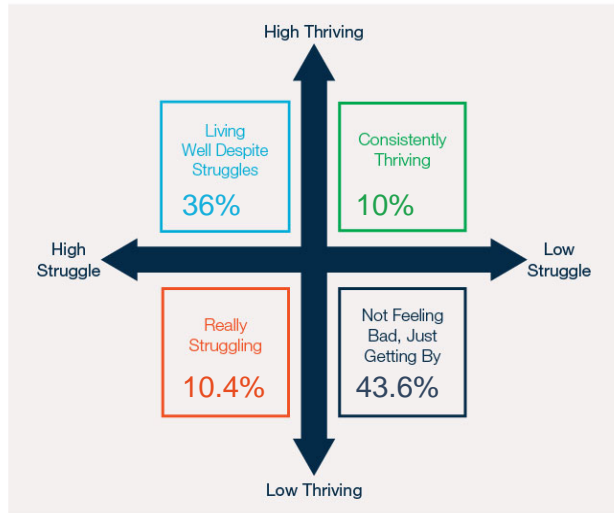
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WELLBEING ABILITY — **60**

WELLBEING MOTIVATION — **59**

	POSITIVE EMOTION	ENGAGEMENT	RELATIONSHIPS	MEANING	ACCOMPLISHMENT	HEALTH
INDIVIDUAL	56	58	70	73	58	59
TEAM	71	69	73	80	63	45
ORGANIZATION	66	67	68	82	63	47

AUTONOMY	RELATEDNESS	COMPETENCE	RESOURCES	PSYCHOLOGICAL SAFETY	PHYSICAL SAFETY
71	72	77	71	72	84

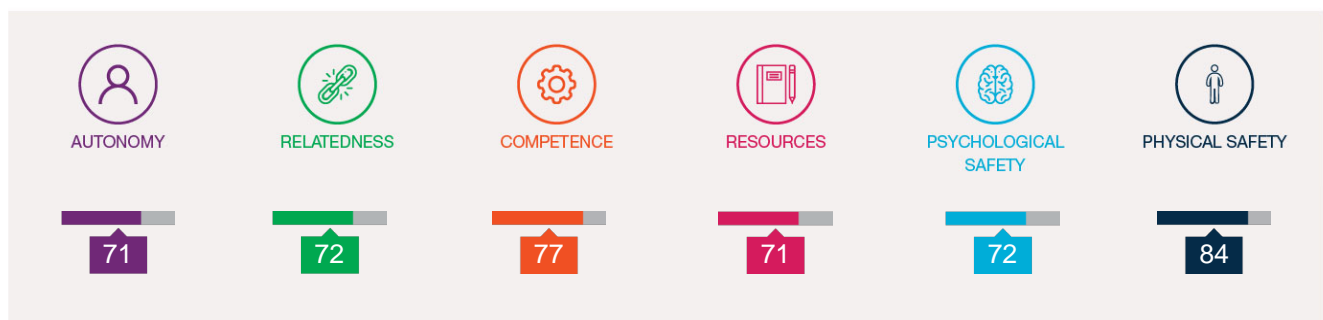| 70	80	70
JOB SATISFACTION	TEAM SATISFACTION	ORGANIZATION SATISFACTION

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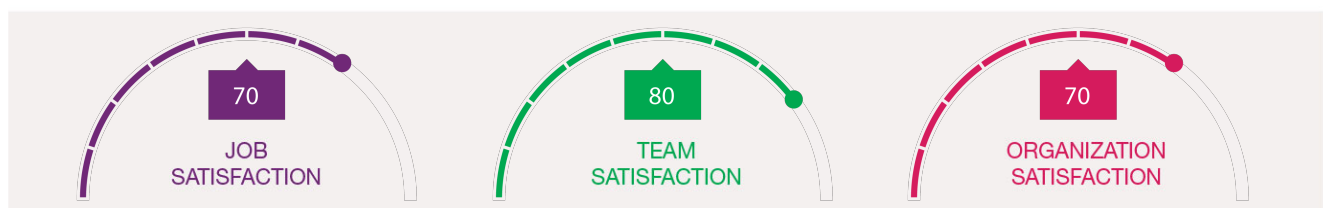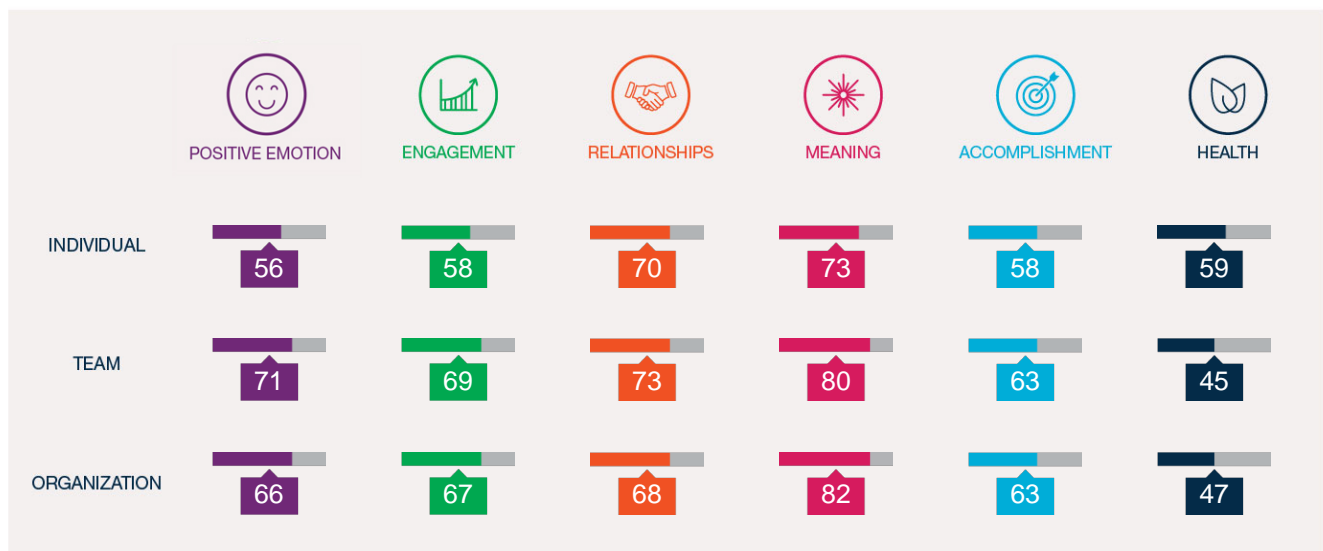
WHAT DO MY RESULTS MEAN?

The good news is, just like every other skill that anyone has learned in your workplace, the same three simple steps make all the difference:
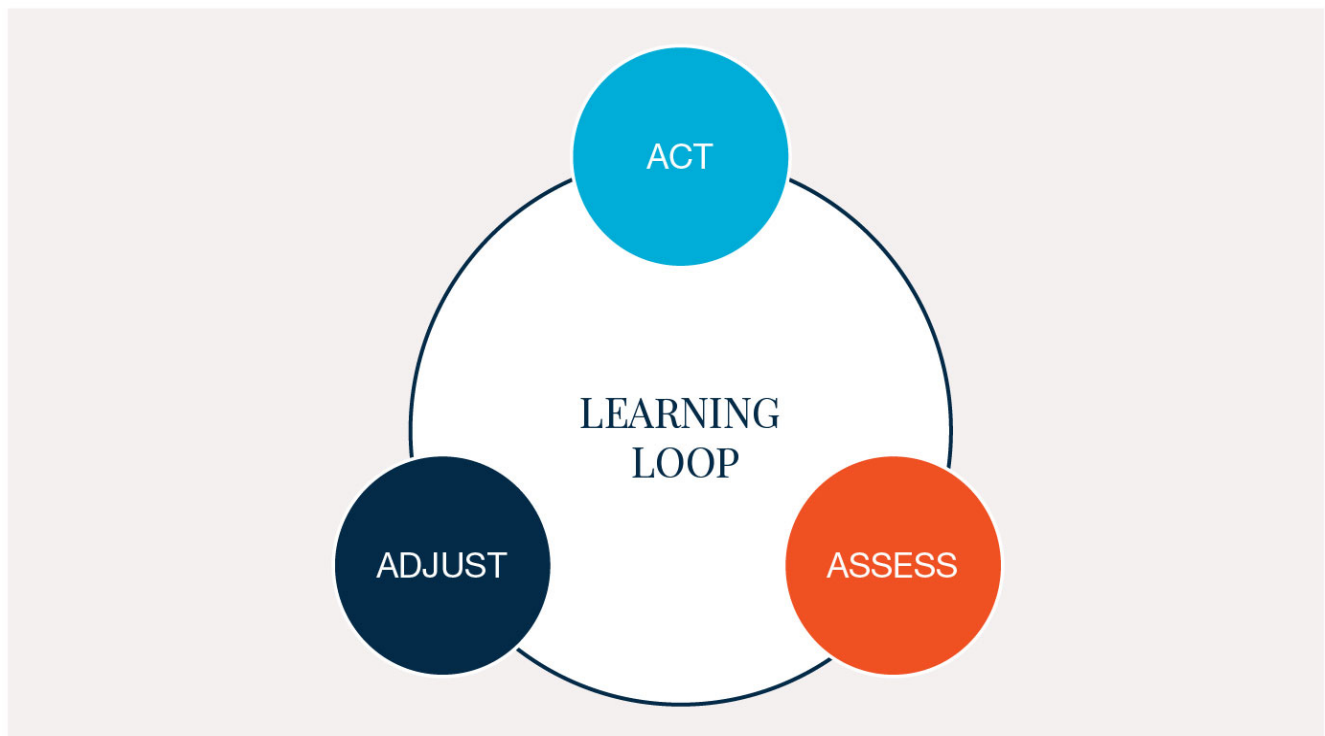
ACTING
Experimenting with different wellbeing actions individually, in teams and across your workplace, to help workers thrive more consistently as they go about their jobs.

ASSESSING
Making space to reflect on what's working well, noting where there's struggle and most importantly, observing what been learned, as this is what will improve wellbeing intelligence and enable learning and growth across your workplace.

ADJUSTING
Helping your workers reach for self-compassion rather than self-criticism as they grow and learn. Like wise and kind coaches, this means compassionately holding themselves and others to account, to either apply what's been learned and try again, choose an alternative approach, or seek help.

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

Now that they've taken the PERMAH Wellbeing Survey, you and they are ready to start **assessing** how they're doing. So, as you collectively start looking at your results, be sure to ask yourself:

WHAT'S WORKING WELL?

It's important to start with this question so you and your workplace can continue to build on these actions and keep improving your wellbeing abilities.   Even when it feels like almost nothing is working well right now, we promise that your workers, teams and workplace will have some strengths when it comes to caring for workers' wellbeing, and the best place to start is figuring out what these are.

WHERE AM YOU STRUGGLING?

Remember, there is no shame in struggling; it is just a sign that, like every other person and workplace on this planet, you are perfectly imperfect and that there is still some learning to be done. Even when it feels like things are going wonderfully, there is always room for some improvement.

WHAT CAN WE LEARN?

Because wellbeing ebbs and flows based on what is happening in and around a workplace (and in your workers' personal lives), more important than your workplace results at any one moment in time is what you learn individually and collectively from reflecting on your results. Ultimately this is what enables your workers and workplace to become a more intelligent, confident and active driver of wellbeing, now and in the future.

To help you, we've included a page (page 25) for you to jot down your observations.

Let's see how you go.

Start by selecting just the one intervention that *appeals* most to you in each wellbeing area
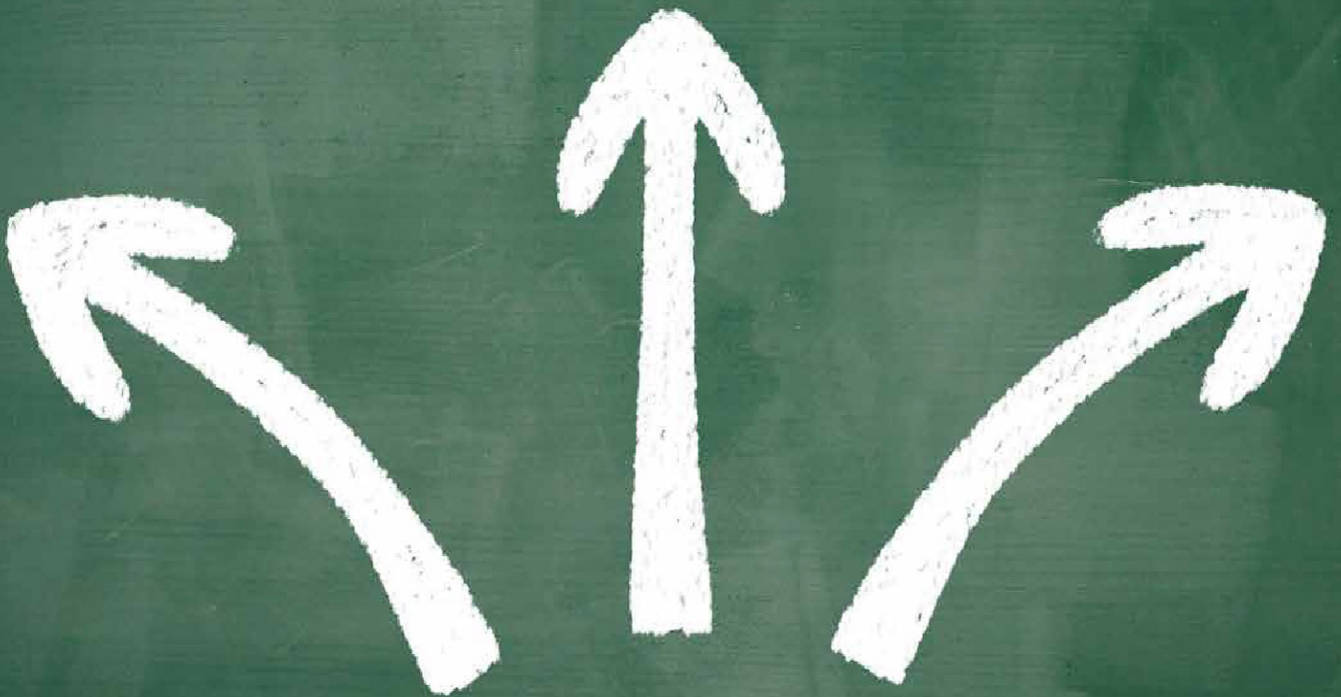
ASSESSING
YOUR STATE OF WELLBEING

As we mentioned earlier, in its simplest form, wellbeing is the ability of your workers to feel good and function effectively (our levels of thriving), as they navigate the inevitable highs and lows of work (their levels of struggle), that enable them to learn and grow.
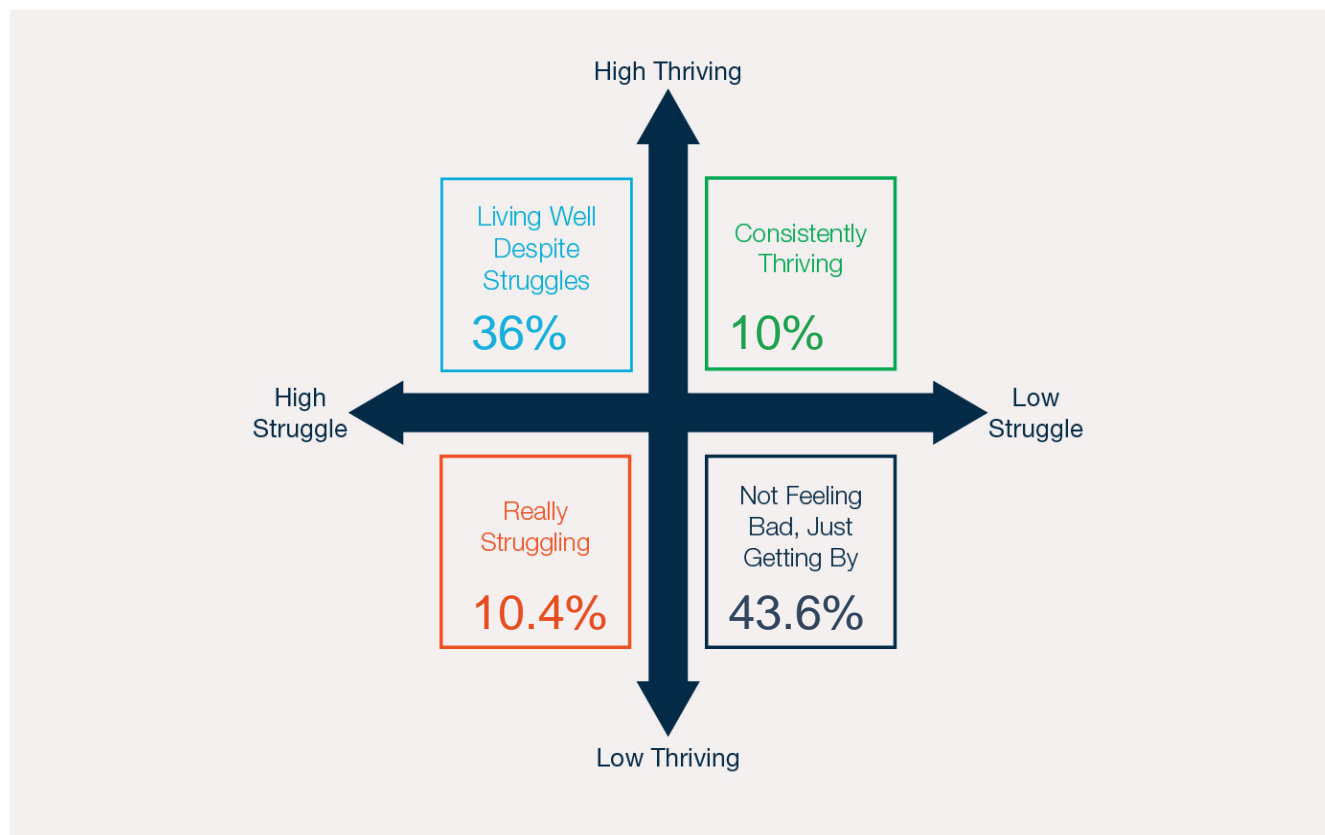
This chart above shows the average distribution of your workers based on their experience of thriving and struggle. As you are **assessing** what's working well, where your workplace is struggling and what you're learning about the overall state of wellbeing in your workplace, it can be helpful to know that our research has found:

* Workers who are *consistently thriving* (indicated in the green quadrant above) and those who are *living well despite struggles* (indicated in the light blue quadrant above) tend to show no statistical differences in their levels of job engagement, job performance, or job satisfaction. In fact, researchers have suggested that workers who are *living well despite struggles* may be the most resilient.

- Workers who are **not feeling bad, but just getting by** (indicated in the dark blue quadrant above) are generally doing okay, but they often report feeling that life is bit grey, their energy levels are sluggish, and that it feels like their emotional and physical reserves are low. As a result, their levels of job engagement, job performance, and job satisfaction tend to be statistically lower than those who report higher levels of thriving.

- Workers who are *really struggling* (indicated in the orange quadrant above) may be facing short-term or long-term physical, emotional, social, financial, or other challenges that are making it particularly hard for them to function as well as they can. As a result, their levels of job engagement, job performance and job satisfaction tend to be significantly lower than any other group.

What might this mean for your results as you assess?

THERE IS NO SHAME IN STRUGGLING. Whether your levels of workplace struggle are high or low, it is still possible for your workers to be well. In fact, it is the feeling that we need to hide our struggles that often leaves us feeling isolated and unable to access the support that makes it easier to care for our wellbeing.

IF YOUR LEVELS OF WORKPLACE THRIVING ARE NOT AS HIGH AS YOU WOULD LIKE THEM TO BE, our research suggests that your workers may simply be lacking the knowledge, tools, and support to care for their wellbeing. While our studies found some demographic differences in workers' states of wellbeing – men tend to be more likely to be *consistently thriving* than women – it was more likely that workers who had higher levels of thriving also had higher levels of wellbeing ability, and the motivation and confidence to shape their wellbeing.

BE MINDFUL OF YOUR WORKERS WHO ARE NOT FEELING BAD, BUT JUST GETTING BY. There is no reason these people can't be experiencing higher levels of thriving, but in order to do that, they need the knowledge, tools, and support to better care for their wellbeing. Without this, they are most at risk of slipping towards *really struggling* if faced with a significant challenge.

SUPPORT WORKERS WHO ARE REALLY STRUGGLING. Draw on mental first aid, Employee Assistance Programs, and workplace policies and practices to ensure people who are *really struggling* have the immediate support they need. Be aware that , if their intent is misinterpreted, workplace wellbeing programs can add more pressure to "be well," and result in a negative impact on the wellbeing of these workers.

TAKE A MOMENT NOW AND REFLECT ON THE LEVELS OF WELLBEING ACROSS YOUR WORKPLACE.

ASSESSING

YOUR PERMAH WELLBEING SCORES

Remember that wellbeing is cultivated by the presence in our lives of **Positive Emotion, Engagement, Relationships, Meaning, Accomplishment,** and **Health** (often referred to as PERMAH), and that wellbeing habits, attitudes and actions spread through a complicated web of social connections around us. Consequently, it's helpful to understand what is happening at an individual (me), team (we), and organizational (us) level.

This is how you're currently doing:
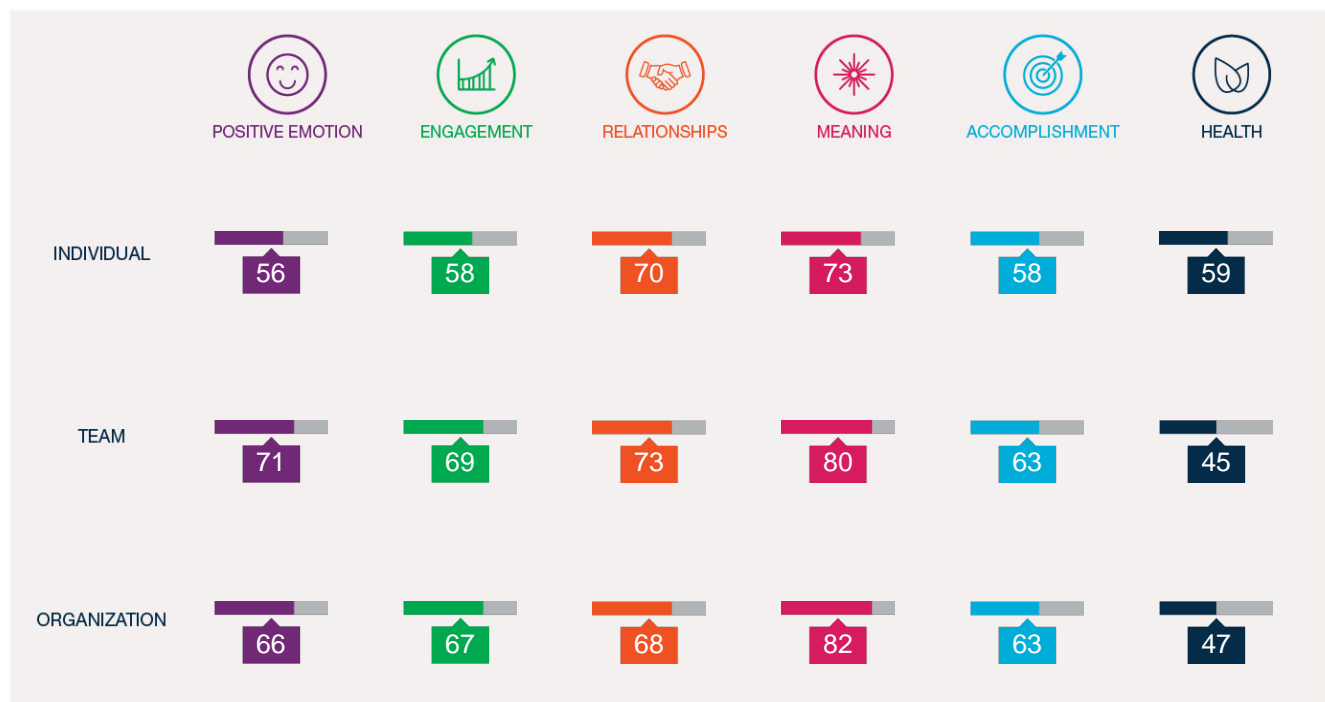
	POSITIVE EMOTION	ENGAGEMENT	RELATIONSHIPS	MEANING	ACCOMPLISHMENT	HEALTH
INDIVIDUAL	56	58	70	73	58	59
TEAM	71	69	73	80	63	45
ORGANIZATION	66	67	68	82	63	47

As you are **assessing** what's working well, where you're struggling, and what you're learning about your PERMAH wellbeing scores, it can be helpful to know that researchers have found:

• No single PERMAH element defines wellbeing; rather, each contributes to it. In order for people to thrive in your workplace, you need to be cultivating all of the PERMAH elements.

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- How much your workplace needs of each of the PERMAH elements will vary depending on the type of people you attract (for example, do you generally have workers who are more achievement orientated, or more meaning orientated?), the situations your workers are in (for example, are you a global workplace with lots of late-night or early-morning calls that make Health challenging?), and the outcomes you want them to achieve (for example, do you want people to collaborate more as they work together, and so need them to have stronger relationships?).

- A score above 70 on any of the PERMAH pillars generally indicates good wellbeing in that area. However, what is 'well' depends on the person, for example, a score of 70 for Relationships may be fantastic for an introvert, but for an extrovert who lives for their connections with others, it may suggest more attention and effort is needed on this element.

- Most individuals have reasonably healthy levels of wellbeing – despite the media headlines, people are wired to generally be well. Most teams positively support wellbeing in workplaces, unless there is someone, or something dysfunctional occurring within the team. Most organizations tend to have lower PERMAH scores than their workers or teams (with the exception of Health), because of workers' perceptions of the strategic choices being made, the way things are communicated and the ability of leaders to model good wellbeing choices.

What might this mean for your results as you assess?

ALL THE PERMAH ELEMENTS MATTER. It is not a case of some elements being more important than others, so start by checking where you are on each of them.

DON'T JUST FOCUS ON IMPROVING YOUR LOWEST SCORES. Some PERMAH elements will be more important to your workplace than others right now, and this is where you should put your attention, energy and effort. Which elements matter most given the situations your workers are in and the outcomes your workplace wants to achieve?

WHAT CAN YOU DO TO IMPROVE WELLBEING AT THE TEAM AND ORGANIZATIONAL LEVEL? Remember that wellbeing habits, attitudes and actions spread through a complicated web of social connections around us, so what can you prioritize at a team and organizational level to support your workers' wellbeing?

REMEMBER YOUR GOAL IS NOT TO GET PERFECT SCORES. It is healthy for your PERMAH wellbeing scores to ebb and flow based on what is happening around your workplace.

It can also be helpful to understand your workers' PERMAH Wellbeing scores by their states of wellbeing. This will give you insights into the PERMAH elements that are helping your workers to thrive more at work.

ASSESSING

INDIVIDUAL STATE OF WELLBEING BY PERMAH PILLARS
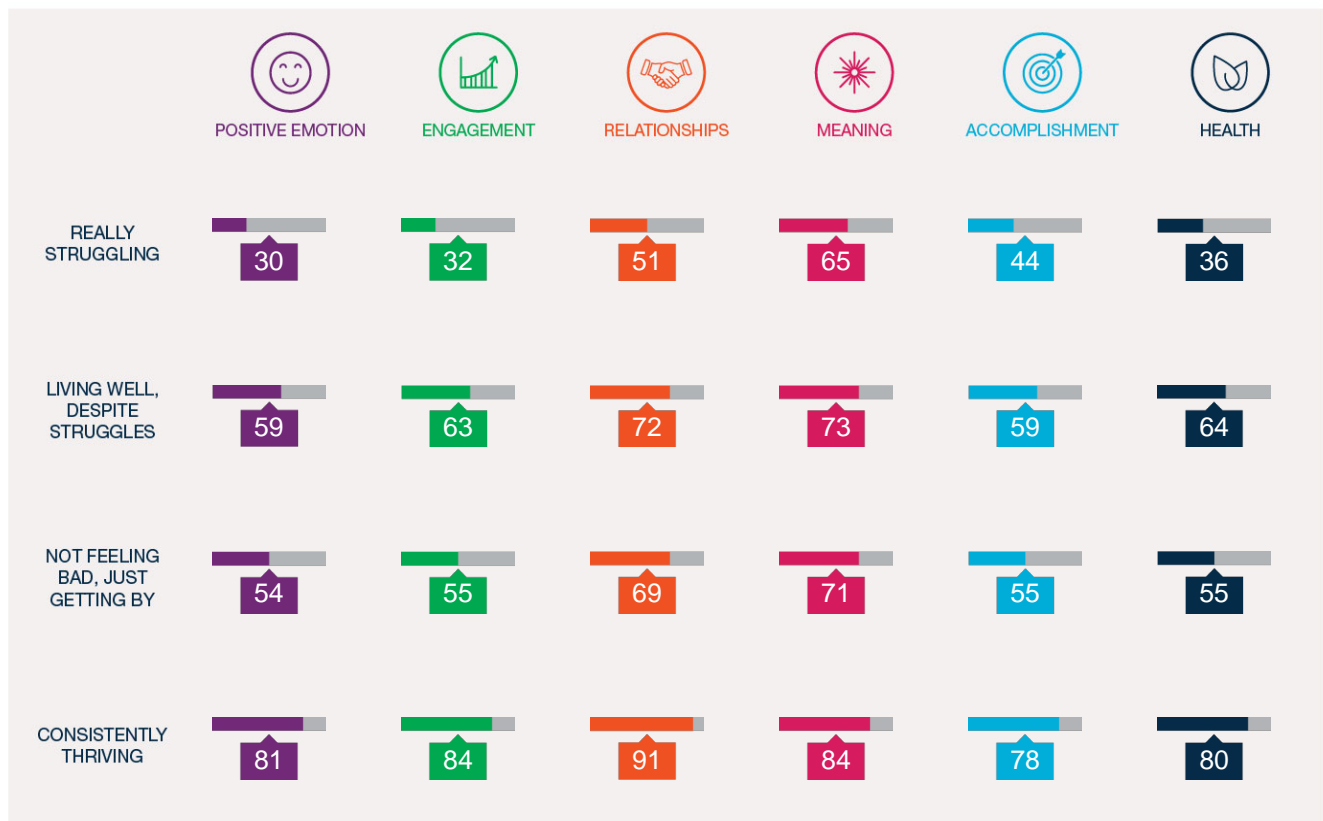
	POSITIVE EMOTION	ENGAGEMENT	RELATIONSHIPS	MEANING	ACCOMPLISHMENT	HEALTH
REALLY STRUGGLING	30	32	51	65	44	36
LIVING WELL, DESPITE STRUGGLES	59	63	72	73	59	64
NOT FEELING BAD, JUST GETTING BY	54	55	69	71	55	55
CONSISTENTLY THRIVING	81	84	91	84	78	80

As you are **assessing** what's working well, where you're struggling, and what you're learning about how the individual PERMAH elements impact your workers' state of wellbeing, it can be helpful to know that researchers have found:

- Workers who are *consistently thriving* generally report significantly higher levels of Positive Emotion, Engagement, Accomplishment and Health than other workers, but have similar levels of Relationships and Meaning as the *living well despite struggles* workers.

- Workers who are *living well despite struggles* generally report significantly higher levels of Relationships and Meaning, than the **just getting by** or *really struggling* workers.

- Especially true when supporting workers who are *really struggling* or **just getting by,** it is important to focus support on enabling the development of strong, positive relationships (Relationships), helping workers see the value of the work they do (Meaning), and incorporating goal-setting strategies to assist workers in setting and achieving meaningful goals (Accomplishment).

- Workers are more likely to be *consistently thriving* or *living well despite struggles* when they have a range of wellbeing education and wellbeing support options (for example, wellbeing coaching, Employment Assistant Services, etc.) to draw upon.

What might this mean for your results as you assess?

FOLLOW THE LEAD OF YOUR *THRIVERS* AND *LIVING WELL* WORKERS. Which wellbeing elements are already enabling these workers to thrive in your workplace? What are these people doing and/or what support are you providing to them that can be offered to others?

UNDERSTAND THE CHALLENGES OF YOUR *GETTING BY* AND *REALLY STRUGGLING* WORKERS. Which wellbeing elements present the biggest challenges for your workers? Does support need to be put in place to try to ease these challenges?

ARE YOUR LEADERS AND HR TEAMS WELLBEING ADVOCATES? People are more likely to be *consistently thriving* or *living well despite struggles* if they can talk to their leaders and team members when they are struggling with their wellbeing.

TAKE A MOMENT NOW TO REFLECT ON YOUR PERMAH WELLBEING SCORES AND WHAT THIS DATA MEANS FOR IMPROVING YOUR WORKERS' WELLBEING.

ASSESSING

YOUR WELLBEING CONFIDENCE LEVELS

Helping your workers to improve their State of Wellbeing and/or their PERMAH Wellbeing Scores requires the confidence for them to turn their wellbeing hopes into action. This relies on their:

- **Motivation to look after wellbeing.** Motivation reflects the desire to consistently take actions that support wellbeing.

- **Ability to care for wellbeing.** Ability is the capacity to complete behaviors that supports your wellbeing.

For example, people who are *consistently thriving* and those who are *living well despite struggles* are both significantly more likely to report higher levels of ability and motivation when it comes to shaping their wellbeing, than people who report they are ***not feeling bad, but just getting by*** or those who are *really struggling*. Put simply, they have more of the wellbeing knowledge, tools and the support they need to help them learn and grow as they navigate the highs and lows of life.

WELLBEING ABILITY

60

WELLBEING MOTIVATION

59

As you are **assessing** what's working well, where you're struggling, and what you're learning about your workers' wellbeing confidence levels, it can be helpful to know that behavioral researcher Dr. B.J. Fogg has found:

- It is normal for motivation levels to fluctuate when realizing our hopes becomes difficult, painful or boring, or we simply lack the energy. Sustaining motivation requires a clear future aspiration or measurable outcome (the "why," e.g., I want my workplace to flourish at all levels) that is matched to small, specific, high impact behaviors that your workers want to do (the "how," e.g., run the Workplace PERMAH Wellbeing Survey, so we know our starting point for improvements).

- The most reliable way to improve workers' wellbeing abilities is to start with small wellbeing behaviors that they can do consistently and succeed at immediately. This gives workers the opportunity to repeatedly travel the Learning Loop and build their wellbeing strengths and skills. Then over time, as their abilities grow and they experience success, they will naturally experiment with more challenging wellbeing behaviors.

- As wellbeing abilities improve, workers experience more success in changing their behaviors, their motivation to do bigger and bolder things naturally increases, and their confidence grows. In this way motivation and ability work together to shape individual, team and workplace confidence. Studies confirm that people who make positive changes to these core elements are more likely to have higher levels of wellbeing.

What might this mean for your results as you assess?

WHAT DO YOUR WORKERS WANT TO DO TO IMPROVE THEIR WELLBEING? The more motivated your workers are to do a wellbeing behavior, the more likely they are consistently care for their wellbeing.

CAN YOU MAKE IT EASIER FOR YOUR WORKERS TO CARE FOR THEIR WELLBEING? The easier wellbeing behaviors are to do, the more likely your workers are to do them.

CAN YOU HARNESS WORKPLACE CHANGES TO IMPROVE WORKERS' WELLBEING? Despite concerns that the pace of change is burning workers out, studies have found that when leaders take an inquiring and inclusive approach to change, it can provide an opportunity to improve workers' levels of motivation, ability and confidence to thrive, even in the midst of struggle.

TAKE A MOMENT NOW TO REFLECT ON YOUR WORKER'S LEVELS OF WELLBEING CONFIDENCE.

ASSESSING
YOUR WORKPLACE WELLBEING SUPPORTS

You can make it easier for your people to feel more confident and motivated to improve their wellbeing by creating a work environment that supports, rather than depletes their wellbeing efforts.

While researchers are discovering the optimal workplace wellbeing support factors, studies have ffound that environments that provide the required resources (physical and abstract), 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), relatedness (connecting deeply with others) and a sense of safety (physical and psychological), can make it easier for people to thrive consistently.

This is how your workplace is currently doing:

AUTONOMY	RELATEDNESS	COMPETENCE
71	72	77

RESOURCES	PSYCHOLOGICAL SAFETY	PHYSICAL SAFETY
71	72	84

As you are **assessing** what's working well, where you're struggling and what you're learning about your workers' wellbeing confidence levels, it can be helpful to know that:

- Dr. Edward Deci and Richard Ryan's extensive body of research has found that when workers feel a sense of autonomy (freedom of choice), competence (opportunities to learn, grow and do well) and relatedness (connection with others) in their work environment, they are more motivated, energized and willing to act and to thrive in the process.

- People who believe they have adequate resources (be they physical or more abstract) report higher levels of wellbeing and performance. Of course, some tension between people's expectations and the ability of your workplace to provide all the resources they need may be unavoidable, but significant differences should be quickly discussed and actions taken.

- As workplaces have become increasingly dynamic, complex and diverse, a growing body of research also suggests that the ability of people to feel safe at work – to be able to ask questions, seek help, take risks and learn from mistakes – also impacts their performance and wellbeing. For example, a large-scale, two-year study at Google found that their best performing teams were able to thrive because people felt psychologically safe, rather than tying themselves up in interpersonal knots.

What might this mean for your results as you assess?

ALL THE SYSTEM SUPPORTS MATTER. It is not the case that some elements are more important than others, so start by checking where your workplace sits on each of them.

DON'T JUST FOCUS ON IMPROVING THE LOWEST SCORES. Some system support elements will be more important to your workers and your workplace than others right now, so this is where you should put your attention, energy and effort. Which elements matter most to your workers' wellbeing, given the situations they are in and the outcomes you want?

EMPOWER YOUR LEADERS TO CREATE HEALTHY WORK ENVIRONMENTS. Leaders are highly contagious when it comes to workers' wellbeing. For example, autonomy-supportive leadership has been found to support optimal functioning in work settings. And the key determinant of psychological safety has been found to be the actions of leaders. Make sure your leaders have the knowledge, tools and support they need to create healthy work environments that are supportive of workers' needs for autonomy, relatedness, competence, resources and psychological and physical safety.

It can also be helpful to understand how your workplace wellbeing supports are impacting your workers' states of wellbeing. This will give you insights into the workplace support factors that are helping your workers to thrive more at work.

ASSESSING

INDIVIDUAL STATE OF WELLBEING BY WORKPLACE WELLBEING SUPPORT

	AUTONOMY	RELATEDNESS	COMPETENCE	RESOURCES	PSYCHOLOGICAL SAFETY	PHYSICAL SAFETY
REALLY STRUGGLING	53	55	67	55	58	80
LIVING WELL, DESPITE STRUGGLES	70	74	78	70	74	86
NOT FEELING BAD, JUST GETTING BY	72	72	76	72	72	82
CONSISTENTLY THRIVING	89	86	96	83	86	90

As you are **assessing** what's working well within your workplace, where it's struggling and what you have learned about your workplace wellbeing support scores, it can be helpful to know that researchers have found:

- Workers who are *consistently thriving* and *living well despite struggle* generally have consistently higher workplace wellbeing support scores across the board, compared to those who are ***just getting by*** or *really struggling*.

- Workers who are ***just getting by*** or *really struggling* are less likely to tell anyone they are struggling, pointing to a lack of psychological safety within their workplaces. Although workers who are *living well despite struggles* feel supported by their teams, they are also less likely than workers who are *consistently thriving* to feel that their team is a safe place to bring up problems and be honest about mistakes, and are more likely to seek wellbeing support from someone outside of their workplace.

What might this mean for your results as you assess?

MOTIVATE WORKERS BY MEETING THEIR PSYCHOLOGICAL NEEDS FOR SUPPORT. By allowing people to have a choice in how they do their work, providing the skills and resources they need to do their job well, and creating opportunities for connection and relatedness with others, you can help your workers thrive even when the environment is challenging.

THERE IS A NEED TO FEEL SAFE WHEN REACHING OUT FOR SUPPORT, WHETHER FOR PERFORMANCE OR MENTAL HEALTH NEEDS. Given how important relationships are, workplaces and teams need to remain mindful about levels of psychological safety, including conversations, social norms and stigmas that might create a barrier to reaching out for help.

TAKE A MOMENT NOW TO REFLECT ON YOUR WORKPLACE WELLBEING SUPPORT SCORES.

ASSESSING
WORKER SATISFACTION INSIGHTS

Work and wellbeing can create a mutually enhancing cycle. Studies have found that when workers feel physically, mentally and socially well, they bring more energy, focus and motivation to work and are more engaged and productive, thereby creating positive outcomes for themselves and their workplaces. Work also provides opportunities for creating learning moments, meaningful accomplishments and joyful connections, which nourish wellbeing.

While your satisfaction measures below don't provide you with a specific path to improvement, they're worth keeping in mind as you review your results and decide on the action you want to take.

70

JOB
SATISFACTION

80

TEAM
SATISFACTION

70

ORGANIZATION
SATISFACTION

As you are **assessing** what's working well, where you're struggling and what you're learning about your workers' levels of satisfaction, it can be helpful to know researchers suggest that:

- **Job satisfaction** is the extent to which workers feel positive about, and content with their job.

- **Team satisfaction** is the extent to which workers feel positive about and are satisfied with the team, and the team's outcomes.

- **Organization satisfaction** is the extent to which workers feel positive about and committed to your workplace.

- Satisfaction is closely tied to worker emotions. Higher levels of satisfaction suggest that a workplace has a culture of more positive emotions, which has been found to lead to better performance, better customer service and more innovation. Lower levels of satisfaction typically suggest that a workplace has a culture of more negative emotions, which often leads to burnout, absenteeism, poor performance and high turnover.

What might this mean for your results as you assess?

ALL LEVELS OF SATISFACTION MATTER. It is not a case that satisfaction at one level is more important than at another; they are interconnected.

EMOTIONS (POSITIVE AND NEGATIVE) SPREAD LIKE A CONTAGIOUS VIRUS through our social networks – including those at work. Thus, it is important to understand the impact of the satisfaction and how it is shaping the emotional climate of your organization.

MANAGING YOUR EMOTIONAL CULTURE DOESN'T MEAN THAT YOUR WORKPLACE NEEDS TO AVOID NEGATIVE EMOTIONS. These are often signposts that something important to your workers needs your attention and action. After all, it's easy to focus on what makes us frustrated, angry, or fearful and to spread these emotions to the point of dysfunction in a workplace.

TAKE A MOMENT NOW TO REFLECT ON YOUR WORKER SATISFACTION INSIGHTS.

ASSESSING NOTES

STATE OF WELLBEING

PERMAH WELLBEING ELEMENTS

PERMAH WELLBEING ELEMENTS BY STATE OF WELLBEING

WELLBEING CONFIDENCE LEVELS

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WORKPLACE WELLBEING SUPPORT

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WORKPLACE WELLBEING SUPPORT BY STATE OF WELLBEING

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SATISFACTION AT WORK

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Give yourself *permission* to try, to fail, to learn and to get up and try again.

ADJUSTING

ADJUSTING WORKPLACE WELLBEING BEHAVIORS

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If you're concerned that one more workplace change initiative – even if they are focused on improving wellbeing – might burn your workers out, let us put your mind to rest. Studies have found that it is not the pace of change that positively or negatively shapes worker's wellbeing. Researchers have found that worker's levels of capability when it comes to managing their wellbeing, together with their motivation and confidence to do so, as well as the leadership approach that is taken to change and how successfully the change is implemented, are typically the most influential factors when it comes to the success, and worker experience, of change initiatives.

So how can you adjust to improve wellbeing in your workplace **and** get better at creating positive change in the process?

The following pages of your report contain small, specific, evidence-based techniques and behaviors to help make your workplace wellbeing aspirations a reality. To make it easy to find what you need, we have divided it into two sections:

- **Workplace Wellbeing Supports:** Whether you're trying to improve wellbeing for an entire workplace or just one team, we'll help you to explore how to create a more supportive workplace wellbeing environment.

- **PERMAH Recommendations:** If you want to focus on improving specific PERMAH elements, we'll help you to explore the actions leaders and teams can take to better support their workers' wellbeing.

You may want to explore both sections in detail, or just read ahead to the recommendations that best meet your needs.

And of course, when your workers completed the PERMAH Wellbeing Survey, we provided them with personalized, evidence-based actions they can take to care for their own wellbeing.

As you explore ways of adjusting together, our studies have found that when it comes to tackling a complex change – like improving wellbeing in your workplace – where there is no one clear "right way" to make the change happen, you are likely to be more successful if you take an "invite-and-inquire" approach.

WHAT DOES THIS MEAN PRACTICALLY?

Firstly, rather than "telling" your workers what you will be doing to help improve their wellbeing, genuinely "invite" them to help you shape the solution. Begin by sharing the survey results. As you do so, educate them on the recommendations in the following pages, and/or share best practice wellbeing examples from other workplaces. Then invite them to share what they believe individual and collective success would look like when it comes to wellbeing in your workplace.

Secondly, rather than trying to then "control" your workers' wellbeing actions, you want to genuinely "inquire" about what they want prioritized, in terms of workplace wellbeing support, and what they want to take responsibility for owning when it comes to improving their individual and collective wellbeing. This should be a collaborative conversation designed to find win-win outcomes for what your workplace and workers need.

If by chance your hopes differ significantly, start with the changes (no matter how small) where there is a shared willingness to take responsibility. The reason most changes burn workers out and fail, is that instead of respecting their workers' levels of motivation and abilities for the desired changes, and working together to grow their confidence to take bigger and more consistent actions, leaders and workplaces delude themselves that they can "make" their workers do things. While you may, with the right incentives or threats of punishments, gain short-term compliance for the desired actions, this approach rarely results in long-term commitment, and it does little to support your workers' wellbeing.

So how will you share the PERMAH Wellbeing Survey results with your workers in a way that invites them to help you explore different methods of adjusting together? And during these conversations, how can you inquire about what they want prioritized, in terms of workplace wellbeing support, and what they want to take responsibility for owning when it comes to improving their individual and collective wellbeing?

NOT SURE WHICH WELLBEING ACTIONS YOUR WORKPLACE SHOULD PRIORITIZE?

You can use the chart below to map the motivation and ability of your workplace, your team, or your workers for the recommended wellbeing actions. You can use the chart for your own reflections, or make it a team or workplace activity that is done together. Feel free to incorporate other ideas not included in this report if you wish.

When the chart is complete, choose up to three workplace wellbeing actions from the top right-hand corner of your chart that you, your team, or your entire workplace **most 'want to' try**, and that would **have the most impact for workers' wellbeing** (rather than those you feel you 'should do,' 'have to do,' or are 'expected of you'). Tip: the wellbeing actions you most 'want to' try are usually the ones that will make you feel proud of how you are choosing to care for yourself and one another, because they are aligned with your workplace values.
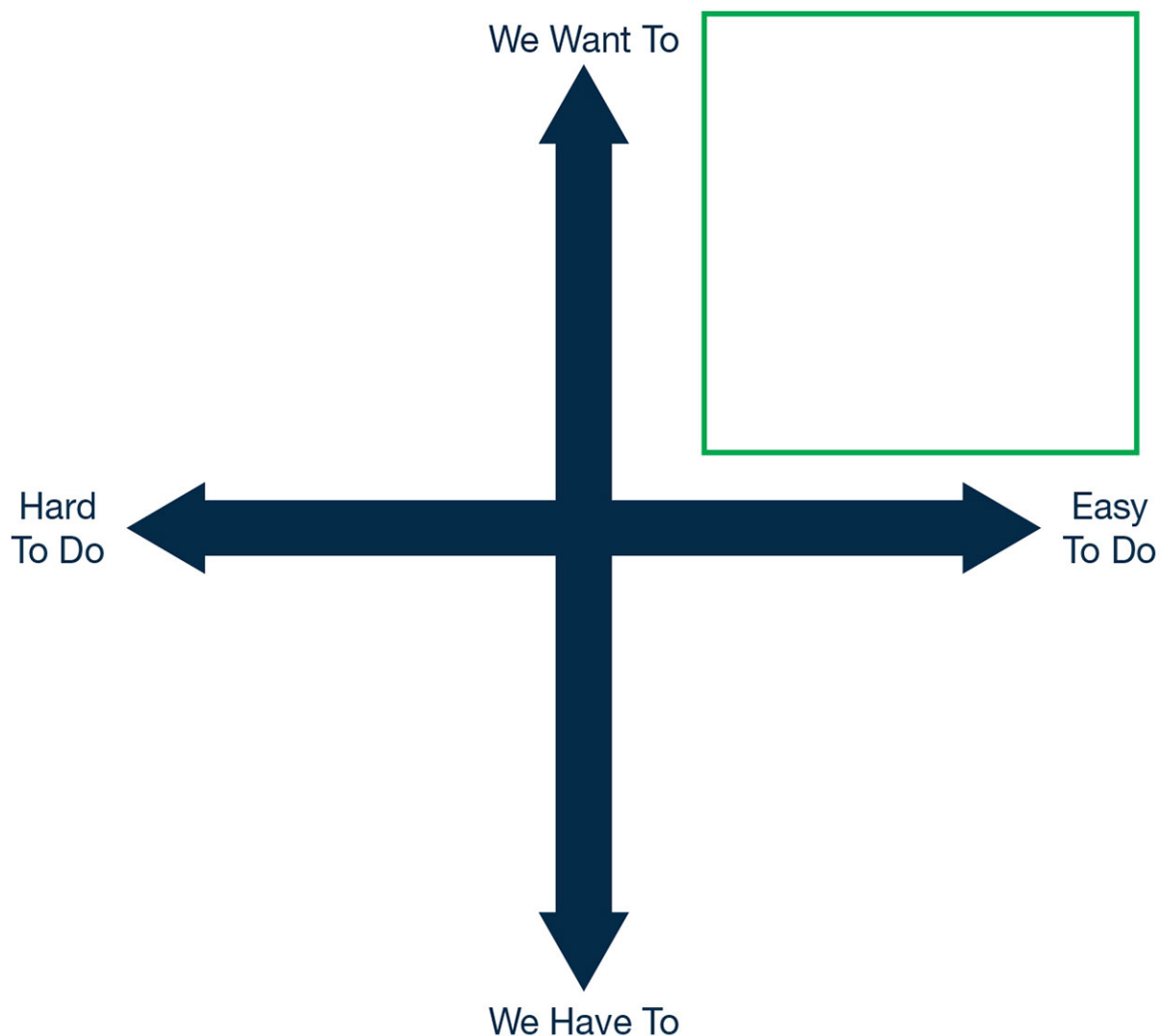
ADJUSTING
IMPROVING WORKPLACE WELLBEING SUPPORTS

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Just giving people the information they need to improve their wellbeing, even if it changes their attitudes, is rarely enough to change their behaviors. "Knowing better" is no guarantee for "doing better". Instead, based on the research and work we have been doing around the world, we have found that your workers are likely to need opportunities to build their wellbeing SKILLS.

Based on your survey insights, consider if your workers need more workplace support to improve their wellbeing **SKILLS** as follows:

SEEING that thriving and struggle both play important roles in their wellbeing. By normalizing and valuing struggle, you fundamentally change the relationship your workers have with what it means to be well, and improve psychological safety.

> *Do you need to better embed thriving and struggle into your workplace wellbeing language, to improve psychological safety?*

KNOWING how to confidently experiment with an ongoing learning loop (Acting, Assessing and Adjusting) to manage the natural ebb and flow of their wellbeing and enable competence building.

> *Do you have a growth mindset culture where individual, team and organizational learning loops are how success is measured?*

IDENTIFYING evidence-based wellbeing tools to care for their levels of Positive Emotion, Engagement, Relationships, Meaning, Accomplishment and Health, and encouraging them to select what serves them best individually and collectively.

> *Do you provide wellbeing learning opportunities that educate workers and teams on how to build their own evidence-based PERMAH Wellbeing Toolboxes?*

LEARNING how to create tiny wellbeing habits that improve their ability and motivation, so they can match them to their available resources and avoid the "I'm too busy" or "It's too hard" pitfalls. .

> *Do you encourage and celebrate tiny wellbeing changes that can be matched to the resources of time and energy that workers, leaders and teams have available?*

LISTENING and being heard in small coaching check-in groups that create a safe space to accelerate learning, inspire experimentation and amplify accountability for improving wellbeing.

> *Do you create safe spaces for relatedness where people can feel cared about and show care for each other when it comes to improving their wellbeing?*

SEEKING social and environmental nudges – for example, playful visual reminders by lift doors, encouraging them to take the stairs – that make it easier to honor and sustain their chosen wellbeing actions.

> *Do you invite people to shape their social norms and environment to make it easier to maintain their wellbeing?*

ADJUSTING
PERMAH RECOMMENDATIONS

Based on your reflections, which PERMAH wellbeing elements would you most like to prioritize for adjusting?

PERMAH ELEMENT 1:	PERMAH ELEMENT 2

When it comes to adjusting our wellbeing behaviors, too often we convince ourselves that massive success will require massive action. But researchers have found that it is usually best to start small. For example, if your workers can get even 1% better each day for one year, they'll be 365% better by the time the year is done.

While some of the PERMAH recommendations provided in the following pages may feel too small to have any real impact on your workplace's wellbeing, studies have found that when it comes to creating change, you are much more likely to be successful when you shrink the initial behavioral change required. This simple act makes your workers more successful at achieving what your workplace values. In turn, this increases their levels of ability and motivation, and with higher levels of ability and motivation your workers will naturally start tackling more challenging wellbeing behaviors individually and collectively.

Remember to use your Motivation & Ability Map on page 30 if you're not sure which recommendations to choose.

PRIORITIZING POSITIVE EMOTIONS

Germs and colds aren't the only things we spread in the workplace. Our emotions, both positive and negative, are also contagious because we're wired to mimic the facial expressions and moods of the people we come into contact with. In fact, Professor Sigal Barsade of the Wharton School of Business suggests that it takes only one group member out of five to "infect" the rest of the group with a positive or negative mood (Barsade, 2002).

For more on emotional contagion in your workplace, *click here.*

And the more power we have, the faster it appears our mood may spread. Researchers have found that a leader's positive or negative mood can spread in as little as seven minutes and can impact workers' performance.

So, does this mean we should always be upbeat?

No. Faking positive emotions is not good for us, as it creates additional stress and undermines authenticity and trust. What's important is that we are aware of how mood impacts our own performance and that of our co-workers.

For example, Professor Barbara Fredrickson from the University of North Carolina has repeatedly demonstrated that the experience of heartfelt positive emotions – like joy, gratitude, serenity, interest, hope, pride, amusement, inspiration, awe and love – can help to broaden and build the way our brain responds to opportunities and challenges, leaving us more optimistic, resilient, open, accepting, happier and healthier overall (Fredrickson, 2009).

For more on Barb's research, *click here.*

And while it can be tempting to ignore, suppress, or distract ourselves from feelings of apprehension, anger, or sadness, these emotions can also offer important emotional, mental and social learning opportunities. Rather than trying to avoid the discomfort these emotions can bring, researchers suggest our goal should be to feel robust enough to withstand emotional distress, by being able to realize that these emotions are simply signs that something is not going right, to take the required actions and to let the emotion pass. After all, emotions themselves are neither good nor bad; it's what we do with them that really matters (Kashdan & Biswas-Diener, 2014).

For more on the importance of being able to be comfortably uncomfortable, *click here.*

WHAT CAN YOU TRY?

DIALING UP POSITIVITY

When we experience more positive than negative emotions, we're likely to be better at problem-solving, handling pressure and carrying out tasks with accuracy and efficiency. So actively creating a positive atmosphere that puts people in a good mood at work can help generate greater wellbeing, flourishing and performance. We can't create genuine heartfelt positive emotions by just trying to think happy thoughts. Instead, studies suggest that the most reliable and effective ways to alter our emotional state is to try and better select or modify, our circumstances, or re-framing unpleasant situations in a positive way, even if it's simply "this too shall pass." Try:

- **Making meetings uplifting.** Researchers estimate we spend 37% of our time in meetings at work, and that 50% of this time is completely wasted. Aside from practicing basic meeting etiquette, try starting with sizzle and inject some positivity by asking people to share "what's working well?" And as our memories of events are shaped by endings, ensure there's enough time to finish on a positive note.

- **Investing in jolts of joy.** We can put the brakes on a downward spiral of negativity by injecting small jolts of joy into our day. Take the time to create small jolts of joy for your team by sharing funny stories or video clips, taking time for morning tea together, or running playful competitions or challenges you can get involved in together.

- **Prolonging good news.** Research has found that losses are more painful than gains are enjoyable. So if we have good news to share, try spreading it out over a day or a week, but if we have bad news, aggregate it all at once, so that it's not as painful to hear.

DIALING DOWN NEGATIVITY

Once we've learned from a negative experience, it's important not to let what's unfolded continue to weigh us down. Studies suggest that while ruminating like this might feel like a way of working things out, it can quickly spin out of control and zap our energy, diminish our confidence and reduce our engagement with life. Finding ways to break this cycle of overthinking can make a huge difference to the wellbeing of a workplace. Try:

- **Not fearing discomfort.** Feelings of negativity due to changing circumstances or confrontations can be an important part of our learning and growth. Rather than forcing these emotions away in your team, try to make a conscious effort to be open, curious, and compassionate, so people are able to respond in a way that still allows them to flourish.

- **Avoiding recycling negativity.** Once we've learned from a negative experience, it's important not to let what's unfolded continue to weigh us down. Try not to prolong bad feelings in your team beyond their usefulness for insight and growth.

- **Controlling the controllable.** Often, in challenging situations we can feel anxious about things that we actually have no control over. By looking for what your team can take action on, they'll be more likely to constructively respond to, and process these storms in their life.

SHORT-CIRCUITING STRESS

Research makes a distinction between a stressor (something that challenges us) and stress (the perception that we are unable to cope with the stressor). We often confuse the two, which leads to the idea that all stress is bad. But studies find that there can also be benefits to stress. For example, stress can increase the risk of health problems ⊠ except when people regularly see a benefit in their struggles. Stress can be debilitating ⊠ except when it helps us perform.

How can this be? Studies have found that our bodies are wired with multiple stress responses: flight-or-fight response when we believe stress signals something harmful is about to happen and over time, this can lead to impaired immune function and depression; the challenge response when we believe stress is an opportunity for learning and growth, and are able to harness the energy this gives us, and the tend-and-befriend response, when we reach out to care for others in moments of stress, and in doing so improve our feelings of empathy, trust and connection. To help people reach for the stress mindsets that may serve them best try:

- **Tuning into stress.** Help your team acknowledge feelings of stress and welcome them as their body's way of telling them something that matters is at risk. What is at stake here and why does it matter? Which part of the stress response is needed most right now: fight-or-flight, challenge, or tend-and-befriend? How can we be intentional about what we'll choose to do next?

- **Challenging stress responses.** Try to make use of the energy stress gives your team, instead of wasting that energy trying to manage their stress. What can we do right now that reflects our workplace's values and goals? What strengths can be drawn on, to respond in the way we want?

- **Building stress confidence.** Call to mind a stressful situation where perseverance or growth was demonstrated by your team. Take a few moments to consider what this says about how your workplace copes with adversity. What was learned from this that will help you to face any future challenges together? How can you harness the energy and focus stress can bring, to help you learn and grow?

For more *listen to this podcast* from Dr. Kelly McGonigal on the upside of stress.

ENHANCING ENGAGEMENT

Engagement is the feeling we get when we're fully absorbed in what we're doing. It's that feeling of "being in the zone," or "at one with the music," that comes when time seems to stop and we lose all sense of consciousness. Performing at our best feels absolutely effortless and we're left feeling genuinely proud of what we've been able to accomplish.

Professor Mihaly Csikszentmihalyi of Claremont Graduate University describes this state of high engagement as 'flow' and suggests that in these moments: we feel more involved in our life rather than isolated from it; we enjoy activities far more rather than feeling bored; we have a stronger sense of control rather than feelings of helplessness that can overwhelm us; we also enjoy a stronger sense of self, have more self-belief and a higher level of confidence in what we're actually capable of doing. In 'flow,' our skills are fully utilized and stretched to a manageable limit, so we're learning, growing, improving and advancing (Csikszentmihalyi, 1991).

Figuring out what our strengths are ⊠ those things we are good at and actually enjoy doing – is often one of the first steps toward creating more moments of flow. Studies have found that when we regularly use our strengths, we feel more confident and less stressed, enjoy more energy and are happier, and are more creative, engaged and satisfied at work. Not only is developing our strengths good for our wellbeing and performance, but researchers suggest that workplaces where most people have a chance to do what they do best each day are more productive, have happier customers and lower turnover.

To learn more about the value of developing workers' strengths, *click here.*

But the key to consistently feeling engaged in what we're doing isn't simply to use our strengths more ⊠ this can be the path to all sorts of unintended negative outcomes. Rather, it is figuring out how to use the right strength, in the right amount, for the right outcomes, and how to best navigate and manage our weaknesses.

To learn more about helping workers' to be intelligent about their strengths, *click here.*

WHAT CAN YOU TRY?

DISCOVERING OUR STRENGTHS

Studies have found that when we have the opportunity to use our strengths, we are likely to feel more confident, creative, engaged and satisfied with our life. The first step is to become aware of what our strengths are, then explore how we use them in different situations and find ways to apply them more consistently. Try:

- **Mapping team strengths.** Ask your team to take the free 10-minute VIA Survey (*www.viacharacter.org*). Have a conversation about each of your results and how your top five strengths in particular, play out at work. Where do your strengths get overplayed or underplayed? Do your strengths ever collide with each other? Map the strengths on a chart and place this somewhere it can be seen in the workplace (*click here* for a strengths team kit).

- **Holding strength check-ins.** When you catch up one-on-one or as a team, ask people these three simple questions to see how their strengths are developing: What lit you up last week? What are you looking forward to this week? What support do you need to continue developing your strengths?

- **Understanding strength collisions.** Our most challenging relationships are usually difficult because our strengths have collided. Encourage your team to be mindful of strength collisions and how they can build a bridge of respect and compassion for strengths that may be different from their own, but which bring diversity to your team.

DEVELOPING OUR STRENGTHS

Research indicates that finding new ways to use our strengths each day helps increase our levels of happiness, confidence and engagement, and lowers our stress. However, studies also suggest that it's not enough to just use our strengths more; instead, our goal should be to develop our strengths, so we might understand how different strengths in different amounts, might serve us best in different situations. Finding the golden mean of our strengths involves sometimes dialing our strengths up or down to fit the context. Try:

- **Encouraging job crafting.** It's not enough to just list out all the tasks we have to complete each day; we also need to consider the strengths we could draw upon to make these tasks more engaging, energizing and enjoyable. Encourage people to add the strengths they will develop next to key tasks, and to reflect at the end of the day about how these strengths impacted their ability to complete the task. (For a job crafting toolbox, *click here* .)

- **Giving strengths-based feedback.** Don't just say, "thanks, great job." Instead, try to be specific with each other about the strengths you saw in use, why these were valued and how they could continue to be built upon. This type of feedback can be used for strengths that are being used well as well as those being overplayed or underplayed.

- **Embedding strengths in performance reviews.** Include strengths-development reflections and questions into people's performance reviews. What went well this year, and which strengths were they drawing on in these moments? What might be possible next year if they built on these strengths more consistently? What development support would they need for specific strengths to make this a reality? What are they willing to commit to as their first steps? (For a managing with strengths toolbox, *click here*)

BEING MINDFUL

Mindfulness is the ability to be fully aware, non-judgmental and curious about each moment – what we are thinking, feeling and doing in the here-and-now – rather than being "caught up" in our thoughts. Researchers have found that mindfulness can help improve our self-awareness, acceptance of others and ourselves and our ability to handle stress. Studies have also found that being in a mindful state enables us *to be more open and engage better* with others and as a result, *we are more likely* to be seen as trustworthy and charismatic. Try:

- **Embracing uncertainty.** Recognize that we may not know the things we think we know. Try to embrace the uncertainty of not knowing, and that not knowing is fine, as this is what will enable us to ask the questions that help us to be more mindful.

- **Broadening your perspective.** Understanding that other people's behavior always makes sense from their perspective helps us to be less judgmental of others and ourselves. When someone's perspective is different from our own, use this as an opportunity to understand and learn from their perspective.

- **Freeing ourselves of evaluations.** We often impose evaluations on our experiences and in doing so, create our experience of events. Instead of falling down when things don't go to plan, try to fall up by finding ways to be curious, more engaged and mindful in what we do.

THE**WELLBEING**LAB

NURTURING POSITIVE RELATIONSHIPS

A sense of belonging correlates with a range of positive outcomes, including higher self-esteem, greater life satisfaction, faster recovery from disease, lower levels of stress, less mental illness and a longer life. In contrast, loneliness, social isolation and the lack of social support place a person at high risk for psychological distress, physical and mental illness and early mortality (Barsade, 2019).

To learn more about dealing with loneliness in workplaces, *click here.*

This human need for connection is not simply due to the fact that our survival depends on others, but also highlights the consistent finding by researchers that one of the primary goals of all human behavior is the feeling of belonging, and of being significant or mattering in the eyes of others (Deci & Ryan, 2014). In fact, William James (1920), the father of modern psychology suggested that the deepest principle in human nature is the need to be appreciated. And other researchers have found that people have a basic need to feel responded to, respected and important to others, and conversely to avoid rejection, insignificance and disconnection, which shapes a great deal of behavior (de Waal, 2009).

To learn more about building psychologically safe relationships, *click here.*

In order to satisfy our psychological need for relatedness however, it is not enough for people to simply behave in ways that they think others would like, in order to feel connected with them. Unless people feel that others care for them unconditionally and that they are accepted for who they genuinely are, their hunger for belonging will remain unmet, and their energy and wellbeing are at risk of being undermined (Deci & Ryan, 2017). For example, when people report that their immediate boss cares about them, employee satisfaction, retention and productivity are higher, and so is profitability (Dutton & Heaphy, 2003).

To learn more about creating high-quality connections in workplaces, *click here.*

WHAT CAN YOU TRY?

CREATING MICRO-MOMENTS OF CONNECTION

Studies suggest that it can take just a micro-moment to genuinely connect with another person and create an upward spiral of warmth and trust. Researchers describe this process of connection between people as 'positivity resonance.' In particular, researchers have found that when we show enthusiasm and take delight in other people's good news, they feel understood and cared for, which enhances their feelings of commitment and satisfaction in the relationship.

- **Responding actively and constructively.** When someone shares good news, ask active and constructive questions that help them expand and savor their good fortune.

- **Asking appreciative questions.** Look for the true, the good and the possible in people by asking appreciative questions. For example, "what's working well at the moment?"; "what's been the highlight of the week?", or "What are you looking forward to in the coming months?"

- **Showing appreciation.** Practicing gratitude is a kind of mega strategy to improve wellbeing and relationships. Try to take the time to genuinely thank one co-worker each day and be specific about what was valued in their actions.

BUILDING A GIVING CULTURE

Studies (Podsakoff et al., 2009) have found that when people act like effective givers – who willingly share their time, energy, knowledge, skills, ideas and connections to benefit others – they are more efficient at solving problems, getting their work done and balancing their workloads to ensure consistent performance. They also build teams that are cohesive and coordinated and establish environments in which customers and suppliers feel that their needs are the organization's top priority. As a result, the team and the people in it are more likely to flourish.

However, Professor Adam Grant and his colleagues (Grant & Rebele, 2017) caution that although givers are the most valuable people in a workplace, they're also at the greatest risk of burnout. They explain that while 'selfless givers' have more concern for others, they suffer from having a low concern for themselves and consequently, their acts of generosity leave them exhausted and paradoxically helping others less. In contrast, 'self-protective givers' are generous, but they know their limits, so instead of saying, "yes" to every request, they look for high-impact, low-cost ways of giving and consequently, offer the most direct support, take the most initiative, make the best suggestions and the most sustainable contributions in a workplace. To build a team of effective givers, try:

- **Encouraging self-protective giving.** To ensure people can sustain their generosity and flourish as they support others, self-protective givers are thoughtful about several things: how they help (i.e., proactively aligning their giving with their strengths and passions, so that giving renews their energy and provides greater value); when they help (i.e., chunking their giving into dedicated blocks of time to maintain their focus); and whom they help (i.e., prioritizing requests, saying yes when it matters most, and referring requests to others when they don't have the time or skills).

- **Investing in five-minute favors.** Encourage people to spend five minutes each day helping someone else in their network. For example, experts often share knowledge; coaches teach skills; mentors give advice and guidance; connectors make introductions; extra-milers show up early, stay late and volunteer for extra work, and helpers provide hands-on task support and emotional support.

- **Screening out 'takers.'** One taker – someone who is happy to take from others, no matter the cost – can skew a whole team away from giving. During interviews, notice people who use a lot of "I" or "me" language to claim credit for successes, rather than "us" or "we." Ask for references from peers and direct reports, knowing that takers tend to charm people who have power, but show their true colors with their peers or subordinates.

To learn more about creating a giving culture, *click here.*

NAVIGATING INCIVILITY

Unfortunately, not all our interactions with each other at work are positive, with research suggesting that incivility appears to be on the rise in our workplaces. Associate Professor Christine Porath has found that 98% of people report experiencing uncivil and rude behavior at work, including answering calls or emails in the middle of a meeting, public belittling, taking others for granted and flat-out sabotage.

When someone is uncivil to us, we often tend to either outwardly react – resulting in arguments, fights and escalated conflict – or inwardly recoil – withdrawing, belittling ourselves and building resentment. Research has found that targets of incivility spend an inordinate amount of time worrying about the incident, disrupting their ability to pay attention, impairing their creativity and robbing them of productivity. Left unchecked, these behaviors can damage health and relationships, leaving the person feeling depressed, anxious and burned out. Research suggests we consider rude behavior as a virus that we need to protect and inoculate ourselves from, so we don't get sucked into its contagious cycle.

Try:

- **Valuing Civility.** Regardless of how well-behaved we think we are, we can all be a little kinder and more considerate. Take Christine's quiz at *www.christineporath.com* to gain insight into your own behavior, and then master the basics of smiling more, acknowledging people and listening effectively to make our workplaces more civil.

- **Taking Back Control.** Help bring closure to uncivil behavior by journaling about what has occurred, thinking through the emotions experienced and then choosing to let them go. Then invest energy in new learning opportunities that boost a sense of self and focus attention on the things that are within your control. For example, find a great mentor or re-craft parts of your job around your strengths.

- **Gaining Clarity.** In every interaction, we have a choice to lift people up or hold them down. To make the most of interactions with co-people, start each day by getting a clear answer to this question: "Who do I want to be?" We have more control than we think – even in the face of the most uncivil behavior.

To learn more about creating civil cultures, *click here.*
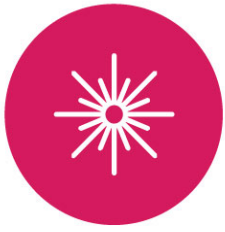
FINDING MORE MEANING

Most of us long to be more than the sum of the tasks we perform and yet, for many of us, finding meaningful work feels like something we just can't afford. Yet for decades, having a sense of purpose in our work has been ranked above promotions, income, job security and flexible hours as the thing most desired by people (Grant, 2014). And a growing body of evidence suggests that when we have a sense of meaning in our work we're happier, more motivated, more committed and more satisfied, which enables us to perform better (Esfahni-Smith, 2017).

To learn more about creating more meaning in your workplace, *click here.*

Of course, like all the wellbeing tools we're exploring, it's important to use meaning in intelligent ways to improve our wellbeing. For example, Professor Robert Vallerand has found (Vallerand & Houlfort, 2003) that our passions can be either harmonious or obsessive. When we feel in control of what we love doing, we have the kind of harmonious passion associated with higher levels of physical health, psychological wellbeing, self-esteem and life satisfaction.

But when our passion starts taking control of us and making it difficult to engage in other things or with other people, it is a sign that we have developed an obsessive passion. This leads to our self-esteem and self-worth becoming dependent on the outcomes of the passion, which can damage our relationships, undermine our wellbeing and eventually lead to burnout. The key is in finding the right balance between being led by, and following our passions, and not letting them take control of us.

To learn more about balancing our passions, *click here.*

WHAT CAN YOU TRY?

INVESTING IN BELONGING

Researchers explain that we all need to feel understood, recognized and affirmed by others. We all need to find our tribe. Studies suggest that focusing on others – so our relationships are based on mutual care, love and a sense of being valued – is the easiest way to build a sense of belonging (Baumeister & Leary, 1995). Try:

- **Contributing to others.** Look for opportunities to regularly give to others, or give back to your community. It might be offering a helping hand to someone in need, volunteering time, or being part of a local community group.

- **Finding your tribe.** Join a group that gives your team the opportunity to use interests or passions, or to learn something completely new.

- **Seeing others.** Show interest in others. Ask questions to learn more about them and what lights them up. Listen better to people by putting your phones away, parking your judgments and giving them your full attention.

CREATING PURPOSE

Our purpose is the internal compass that motivates us to keep heading in the direction of how we want to live our life. Studies have found it gives us more motivation to accomplish the goals that matter most to us and be resilient in the face of challenges. Finding our purpose means uncovering opportunities to put our passions into action right now. Try:

- **Making the mundane meaningful.** Write down one of your small tasks, draw an arrow to the right and then write the purpose of this task. Repeat this until you discover the bigger value of the little tasks you do together.

- **Showing people how their work benefits others.** Try to connect your team with the end-users of your services or products, so they can experience first-hand the positive impact their work has on others. For example, Facebook invites software developers to hear from users who have found long-lost friends and family members, thanks to the site. When was the last time your team actually heard how what they did benefited the people you serve?

- **Developing a deeper understanding of your customers' needs.** Microsoft found that after meeting end-users face-to-face, developers better empathized with the challenges they face and were more motivated to design software with users in mind. When was the last time your team talked with your customers or end-users and had the opportunity to ask how their work could be of better service?

KEEPING OUR PASSIONS HARMONIOUS

Harmonious passion occurs when we engage in our work because it brings us intrinsic joy. We feel we have a sense of control, and our work is in harmony with other activities in life. We also know when to disengage, and are able to turn off the work switch when engagement becomes too risky, or we wish to enjoy other activities in our life. As a result, harmonious passion is associated with higher levels of physical health, psychological wellbeing, self-esteem, positive emotions, creativity, concentration and work satisfaction. Try:

- **Scheduling real breaks.** Encourage your team to schedule other activities during the course of the day (like lunch with a friend, or a break to hit the gym) and time after work or on weekends for family, friends and activities they enjoy

- **Not bringing work home consistently.** Discourage people from taking work home as a regular habit. Don't expect people to consistently respond to late-night or weekend emails and messages, or to constantly attend after-hour calls and events.

- **Encouraging other hobbies.** The more additional things outside of work contribute to a positive sense of self, the less space our work performance will take up in our ego, and the smaller our chances of burnout. Encourage your team to have hobbies outside of work to keep their passion harmonious.

AMPLIFYING ACCOMPLISHMENT

Accomplishment means different things for different people. For some, it means acknowledged achievements – winning an award, outperforming the competition, or being promoted. For others, accomplishment is more subjective in nature – completing a task, feeling able to do what is expected of them each day, a sense of competence or mastery in their work and being proud of the things they do.

For more on helping workers to be grittier, *click here.*

Professor Carol Dweck of Stanford University suggests (2006) that when it comes to accomplishing the things that matter most, even more important than our abilities is the belief that we can improve. Regardless of our current ability, we can improve with motivation and effort. In the words of Christopher Robin, "you're braver than you believe, stronger than you seem and smarter than you think."

For more on accomplishing what matters to us most, *click here.*

Dr. Kristin Neff recommends that when it comes to accomplishing the things that matter most to us, it's important to approach new challenges with self-compassion rather than self-criticism. When we treat ourselves with the same kindness that a wise and kind coach or mentor would show us, studies have found that we activate our brain's caregiving and self-awareness systems, making it easier to believe that we are capable and worthy, making us less self-conscious, less likely to compare ourselves to others and less likely to feel insecure. And far from being self-indulgent or "soft," the deliberate use of self-compassionate talk is an effective means of enhancing our motivation, our performance and our resilience.

For more on self-compassion, *click here.*

WHAT CAN YOU TRY?

SETTING GOALS THAT WORK

Goals give us a standard to measure our progress and performance. They can boost our motivation, help prioritize what we do and are associated with higher levels of achievement. When it comes to improving our wellbeing, try to pursue intrinsically-motivated 'want-to' goals that focus on opportunities for growth, connection and helping others, rather than 'have-to' goals. And remember, it's rarely the outcomes of a goal that bring us the most joy, but rather the process of pursuit. Try:

- **Knowing what we want.** Write a list of all the things the team would like to do and circle the ones that are really wanted. Reduce this list by underlining the ones that are really, really wanted. Finally, place a star next to the ones that are really, really, really wanted. These are the goals to focus on.

- **Auditing our time.** At the end of each week, spend ten minutes noting down how time was spent this week in your team. Are we spending our time on the things that matter most to us? What changes might we need to make next week?

- **Stretching ourselves.** Set 'want-to' goals that are just beyond our grasp and are hard, specific, measurable and have a tight deadline. Then share the goals with someone who will give accountability and support.

PRACTICING A GROWTH MINDSET

People with a 'growth mindset' believe that while we're born with a certain amount of talent and intelligence, with learning and effort we can always improve – and neuroscience validates this belief. As a result, people who practice a growth mindset have the confidence to take on new challenges, re-frame failure and criticisms as teachable moments, and are able to achieve increasingly higher levels of success when their skills improve as a result of these experiences. Try:

- **Set learning goals.** Each week, have at least one learning goal to improve upon. As this goal is tackled, try to practice a growth mindset – let go of the outcomes, embrace mistakes and identify the processes and efforts that can be built upon to keep improving.

- **Get comfortable with failure.** Write down the three mistakes your team has made in the last year. Now, next to each one, list the lessons or insights gained from these experiences.

- **Reward effort, not just outcomes.** Give feedback and show appreciation for the efforts and learning you can see unfolding in your team, rather than just the outcomes being achieved.

BEING SELF-COMPASSIONATE

When things go wrong, self-criticism is often our first response, but the problem with this approach is it leaves our brains feeling threatened, demoralized and often stuck in a cycle of rumination, procrastination and self-loathing that puts the brakes on us taking action and disengages us from our goals. Tapping into our self-compassion on the other hand, can help us break our entrenched patterns of self-criticism while still allowing us to be honest about our fears, to remember that no one is perfect and to enhance our motivation, performance and resilience. Think of a self-compassionate voice as a wise and supportive mentor who's encouraging us to see things in a clearer and more balanced way and to be kind, understanding and accountable to ourselves. Try:

- **Being a wise friend.** Next time a mistake is made, failure is faced, or the motivation to get something done is lacking, try talking like a wise and kind friend or mentor would in this moment. What might they ask? What advice might they give? What strengths might they point towards?

- **Watching our language.** We can be so used to self-criticism that we don't even realize we're doing it. Try to pay particular attention to the words people use about themselves when things go wrong, and ask them what they would say to a colleague in this situation.

- **Soothing our pain.** Kind physical gestures have an immediate effect on our bodies. Try putting your hands over your heart or simply placing one hand over the top of the other in a comforting way.

HEALTH

Healthy behaviors including eating well, moving often, restful sleep and mindfully restoring our energy are foundational to maintaining good physical health. A growing number of studies are finding that these behaviors are critical not only to our physical health, but they also support other aspects of our wellbeing, including our mental health, social relationships and cognitive functioning (Kern, 2016).

Unfortunately, researchers suggest that we tend to be lousy judges of how much looking after our body impacts our performance and our wellbeing (Rath, 2013). For example, one study found that losing 90 minutes of sleep is likely to reduce our daytime alertness by nearly one-third. Unhealthy food options often seem easier and quicker to grab, causing us to think we're saving time, without appreciating the impact on our performance thirty minutes later. And frighteningly, researchers have found that inactivity is now killing more people than smoking, with some evidence that sitting for more than six hours a day greatly increases our risk of an early death.

For more ways to improve health in your workplace, *click here.*

WHAT CAN YOU TRY?

SLEEPING WELL

Unfortunately, roughly two-thirds of us report we don't get enough sleep and as a result, studies suggest we're damaging our health, our mood and our cognitive capacity. We assume that one less hour of sleep won't make that much difference, and indeed a bit less sleep once in a while probably has little impact, but the problem is that we do it repeatedly. The effects of this build up cumulatively over time, ultimately affecting our energy levels, mental health, cognitive functioning, work performance and physical health (McQuaid & Kern, 2017). Try:

- **Sticking to a schedule.** Try to maintain consistent schedules at work when it comes to core hours for you and your workers, particularly when dealing with overseas colleagues, and suppliers. Where possible try to practice and support 'time stacking' of these interactions so when people are required to have particularly early mornings or late nights that the workplace is enabling them to recover sufficiently in between and not gradually waring them out.

- **Reduce interaction/exposure to with technology before bed and while you sleep.** All but a few of us can resist the temptation to check a 'ping' notification from our laptop or phone, no matter the hour. However, every time we attend to it, it eats into our vital recovery time. Keep electronics (blue LED light from smart phones, iPads etc) out of your bedroom (ideally), or at least out of reach when you are there to relax. You'll sleep much better if you don't interact with technology for at least 20 mins before you go to bed. You can help your workplace and your colleagues immensely by setting a cultural practice of holding in draft or stacking all but essential emails and communications and sending them during core business hours. This way you are making it easier for you and them to set a new habit and do the right thing by everyone's wellbeing.

- **Power naps.** It may seem entirely counter intuitive, but you can support your worker's wellbeing by allowing them to take a quick power nap at work. How? Encourage them to find a quiet, unoccupied space where they won't be disturbed and make the area as dim as possible. Aim for around 20 minutes. Any longer than that and they're likely to wake up with sleep inertia, which will leave them even groggier than before.

EATING WISELY

Try to start thinking about food not as calories, but as energy. After all, just about everything we eat is converted by our bodies into glucose, which provides the energy we need to stay alert. When we're running low on glucose, we have a tough time staying focused, our attention drifts and our body becomes sluggish. However, our body doesn't process all foods at the same rate. For example, foods like pasta, bread, cereal and soda release their glucose quickly, leading to a burst of

energy followed by a slump. Other food like high-fat meals (think cheeseburgers), can provide more sustained energy, but require our digestive system to work harder, reducing oxygen levels in the brain and making us groggy. Eating well not only bolsters our health in the short and long-term, it can also improve our mood, keep our energy levels high and improve productivity (Rath, 2013). Try:

- **Provide healthy snacks.** Think about the meals and snacks people have access to. Try to have foods on hand that are good for short-term energy and long-term health.

- **Encourage lunch breaks.** Encourage workers to stop and eat lunch away from their desks so their bodies and brains have a chance to recharge. Set up a nice space (ideally with natural light or even outside) where your workers can sit down and share their lunch together.

- **Fund good meals.** Make it a policy for leaders to choose healthy options for team lunches or dinners – especially if your workplace is paying for the meal.

MOVE REGULARLY

Researchers have found that inactivity is now killing more people than smoking, with more than six hours of sitting a day greatly increasing our risk of an early death. In fact, every hour we spend on our rear ends saps our energy and ruins our health. As soon as our bottoms find a comfortable place to land, the electrical activity in our leg muscles shut down, the number of calories we're burning, the enzymes that help break down fat and our good cholesterol all drop considerably. The key to countering this seems to be increasing our activity as much as possible. Every extra opportunity we have to move counts and the good news is that there are literally hundreds of moments in a day when we can embed extra activity in our routine. The key is to find activities that we enjoy doing and are willing to do on a regular basis. Try:

- **Step it up.** Encourage leaders to take walking or standing meetings whenever possible with their workers, rather than sitting at tables.

- **Be upstanding.** If your workers have to sit for long periods encourage them to set a timer that goes off every 20 to 90 minutes and take a movement break for at least two minutes to help improve creativity, productivity and wellbeing.

- **Get competitive.** Be it a walking challenge or other movement based activities offer ways that your workers can find the joy in moving together.

Don't short
change yourself on
*celebrating*
what you've done.

ACTING

READY TO TURN YOUR INTENTIONS INTO ACTIONS?

Now that you understand that there is no shame in struggling and that when it comes to improving wellbeing, everyone (every worker, team, and organization) is learning all the time, you and your colleagues can start playfully experimenting as you start taking action. **Playfully** being the keyword!

Remember, everything your workers, teams and workplace have **ever** been successful at was a result of their ability to travel the learning loop (act, assess and adjust), so you have every reason to be confident that together, you can successfully figure out how to improve your wellbeing.

Like most of the things we value, caring for our wellbeing takes practice and consistent effort. So, as your workplace starts acting on your chosen changes, try to stop judging yourselves and each other, and instead try to go forward with a sense of curiosity, open-mindedness and compassion. After all, learning can be a messy and challenging process.

Help your workers and teams to understand that improving and maintaining wellbeing is a lifelong marathon, not a sprint. It also helps us to make positive change when we think of ourselves as a living wellbeing experiment. So encourage your workers to:
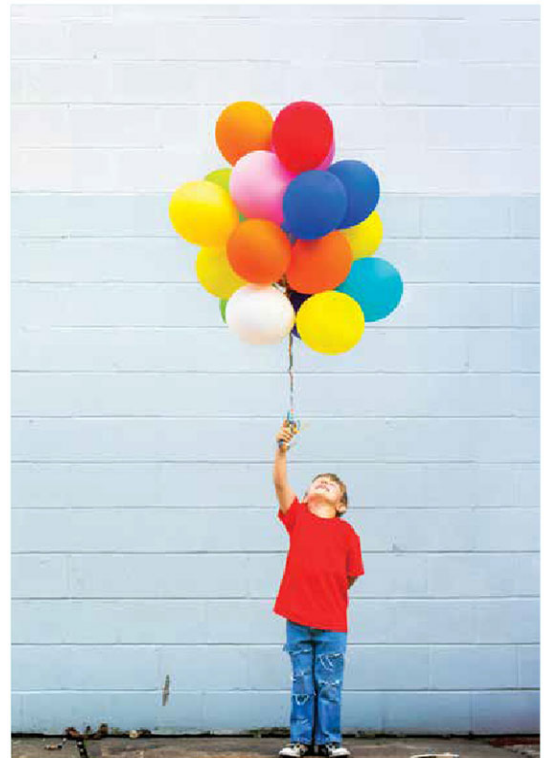
START SMALL

Set them up for success by giving them permission to scale back the changes they want and make them tiny. Remember, your goal is to help your workers become intelligent and active participants in shaping their wellbeing. Getting them to consistently choose to care for themselves is the key!

HONOR THEIR ENERGY

Urge them to listen to what their bodies are telling them they need. If they're ready to go bigger, then they can dial up their wellbeing activities. If they're feeling bored, then let them mix up their wellbeing activities. Just don't stop. Even two minutes of caring for their wellbeing is better than no minutes at all.

KEEP LEARNING

Recognize and reward them for traveling the learning loop as they playfully experiment with their wellbeing behaviors. After they've acted, make it the norm for them to ask themselves, "What went well? Where did I struggle? What did I learn?" Then adjust and try again.

CELEBRATE THEIR EFFORTS

Studies have found that creating positive feelings about our ability to move through the learning loop – even when we're still a work in progress – helps to encode the changes we are creating in our brains. Teach them to make time (even if it's just a few moments) to celebrate their individual and collective wellbeing efforts as they are unfolding. It could be a simple smile, a quiet affirmation of encouragement (e.g., You got this!), an air punch, or a little victory dance. Just make sure that it authentically creates a feeling of celebration. We understand this may feel a little strange at first, but be in no doubt that celebrating progress lights up our brain's reward system, which reinforces our behaviors.

And be sure to periodically measure how your workplace is doing by asking your workers to retake the PERMAH Wellbeing Survey, and using the results to travel the learning loop once again. You could also take a PERMAH 'pulse check' or 'heartbeat'.

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ACTING

HOW CAN YOU STICK WITH YOUR WELLBEING ACTIONS?

Dr BJ Fogg's research has found that behaviors happen when people's motivation, abilities, and a prompt to put them into action all come together at the same moment.

$$B = MAP$$

Behavior   happens when   Motivation & Ability & Prompt

converge at the same moment

(Source: BJ Fogg, 2019)

The B = MAP model of behavioral change highlights the importance of behavioral prompts, and that no behavior happens without a prompt to take action. Whether you are trying to improve wellbeing for your workers, teams or entire workplace, as you move into acting, it will help you to consider the prompts that exist already, and the new prompts that you could utilize to support your desired changes.

Effective ways to create prompts across your workplace include:

LEVELING UP

Provide training and opportunities for your workers and teams to improve their understanding and abilities to care for their wellbeing. Reading books, listening to podcasts, attending conferences, taking a workshop or a course, providing coaches, or doing an online class can level-up workers' ability to care for their individual and collective wellbeing.

ENVIRONMENTAL NUDGES

Look around your workplace for ways to make it easier for your workers and teams to fall into the desired wellbeing behaviors. For example, providing the option of standing desks, removing high-sugar foods from kitchens or catering menus, banning emails at certain times (e.g., 9 pm-7 am) except in emergencies, creating social spaces for staff to eat lunch together, embedding prompts for workers to list their strengths in performance management templates and replacing sick leave with wellbeing leave. A good environmental nudge prompts people to start performing the wellbeing behavior with minimal effort.

MINDFUL SIGNPOSTS

Create physical and virtual reminders to cue the desired wellbeing behaviors in your workplace. For example, place playful signs by elevators to encourage people to use the stairs, put reminders in bathrooms to perform a five-minute favor for someone, use login screens to encourage people to set a learning goal for the day, etc. A good mindful signpost makes it easy for workers and teams to remember the wellbeing behaviors they want to prioritize.

LEADING THE WAY

Our wellbeing habits, attitudes and actions spread through a complicated web of social connections around us, and studies have found that your leaders are the most infectious people in workplaces. Give your leaders the wellbeing knowledge, tools, and support they need to be able to feel good and function effectively (our levels of thriving) as they navigate the inevitable highs and lows of work (their levels of struggle), that enable them to learn and grow and help others to do the same.

CREATE TINY TEAM HABITS

Dr BJ Fogg's research has found that one of the most effective ways to create a prompt for a desired wellbeing behavior is to create a tiny habit by using the following recipe:

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TINY HABIT RECIPE

AFTER WE...

WE WILL...

THEN, WE WILL CELEBRATE BY...

ANCHOR MOMENT

An existing routine in your life that will remind you to do the Tiny Behavior (your new habit).

TINY BEHAVIOR

The new habit you want but you scale it back to be super tiny - and super easy.
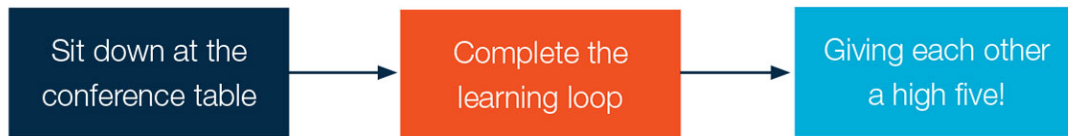
CELEBRATION

Something you do to create a positive feeling inside of yourself and your team (the feeling is called "Shine")

(Source: Adapted from BJ Fogg, 2019)

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For example:

AFTER WE…	WE WILL…	THEN WE WILL CELEBRATE BY
Sit down at the conference table	Complete the learning loop	Giving each other a high five!

To help a team create a tiny habit, start by identifying the **anchor** behaviors that already occur consistently in your team – for example, a weekly meeting or email. Which of these existing anchor moments might work best for your new team wellbeing habit? Consider the physical location and desired frequency to make it easy for your team's existing habit to flow seamlessly into your new habit.

Then have the team choose a **tiny behavior** to help get their desired wellbeing habit started. Encourage them to look for tiny starter steps that can propel them to the next step with less friction. For example, while their desired wellbeing habit might be using the learning loop to kick off team meetings, the starter step might be simply turning to the person seated next to them in the meeting and asking, "what's working well?" If a starter step feels too tiny to be meaningful, then encourage them to simply scale back their desired wellbeing habit to match it. For example, their tiny behavior might be to have one person at the start of each meeting share their learning loop reflections. Investing in tiny behaviors helps teams to start small and simple and builds their motivation and abilities to keep their wellbeing habits alive, so that with practice and consistency they can grow over time.

Finally, make sure the team takes a moment to immediately, authentically and intensely **celebrate** the progress they have made on their tiny habit. Emotions – not repetition – are what builds habits. For example, giving each other a high five may seem silly, but if it puts a smile on workers' faces while they bask in the success of completing their tiny habit, it triggers their brains' reward chemicals, making it much more likely the next time they sit down at the conference table that they will perform this tiny habit again. Celebrating their habits may take some practice, so encourage them to keep experimenting until they find what works best for their team.

We've also shared this tiny habit recipe with your workers in their PERMAH Wellbeing Survey results.

(Source: Adapted from BJ Fogg, 2019)

WANT MORE?

For more ideas, be sure to check out the following:

Want to talk to someone about your survey results or wellbeing actions? Have all your questions answered by our wellbeing coaches. Just click here to book your session.

Need to dive deeper into your survey data and produce additional charts and analysis for your teams or workplaces? Just click here and ask for help.

Looking for a wellbeing workshop to share your survey results and create a safe space to invite your leaders, your teams, or your workers to help shape how you can adjust and act together? Just click here to learn more.

Ready to dive deeper into the science of wellbeing? The PERMAH Wellbeing Pack puts the latest research in neuroscience and positive psychology at your fingertips in seven take-anywhere training podcasts, cheat sheets, and individual and team challenges.

YOUR WHAT'S NEXT CHECKLIST

To help ensure you've gained all the value that you can from your survey results – and this report – use the checklist below. Don't worry, you don't need to answer 'yes' to everything from the start. And if you need help, just reach out to us.

You're ready to help your workplace understand the benefits of improving wellbeing, to avoid the 3 most common myths that undermine workplace wellbeing efforts and to leverage the learning loop to improve your results.

ASSESS	Yes/No
You're ready to help your workplace understand that wellbeing comprises of both thriving **and** struggle and that there is no shame or disadvantage in struggling at work as you share your state of wellbeing results.	
You're ready to explain each of the PERMAH Wellbeing Pillars and what's working well and where your workers are struggling at an individual, team and organizational level.	
You're ready to share your workers' levels of wellbeing ability and motivation, and why these are the elements you hope to see trend up over time.	
You're ready to explore how your workplace wellbeing support is faring and what's working well and where you're struggling.	

ADJUST	Yes/No
You're ready to create a safe space and invite your workers, teams and leaders to have meaningful conversations about the findings (try to encourage them not to just focus on the lowest scores but on what's working and where they are struggling).	
You're ready to share evidence-based ideas for improving wellbeing, understanding that even the best research only tells us what works for some of the people some of the time and so, while these ideas help to accelerate our knowledge and inspire our practices, they need to be pulled apart and experimented with, by each person to figure out what works best for them.	
You're ready to remind people that wellbeing ebbs and flows and so caring for it is an ongoing practice of experimentation and learning, not a one-off, tick-the-box, project.	
You're ready to inquire about what your workers, teams, and leaders want to – and are able to – prioritize, when it comes to improving their individual and collective wellbeing.	

ACT	Yes/No
You're ready to harness the power of tiny prompts to help people change their wellbeing behaviors at the individual, team, and workplace level and to celebrate workers' successes.	
You're ready to set a date for when you will conduct the PERMAH Wellbeing Survey again to see what impact your efforts are having and to keep learning and experimenting.	

WHO CREATED THE PERMAH WELLBEING SURVEY?

PEGGY KERN

is an Associate Professor at the University of Melbourne's Centre for Positive Psychology within the Melbourne Graduate School of Education. Her research examines the question of who flourishes in life (physically, mentally and socially), why, and what enhances or hinders healthy life trajectories. Her studies include wellbeing measurement, big data approaches to psychological study and long data approaches for testing sophisticated theories of psychosocial processes underlying health and wellbeing over time. She has published over 40 peer-reviewed articles and chapters and has worked directly with many of the leaders in positive psychology, including Martin Seligman, Angela Duckworth, George Vaillant, Sonja Lyubomirsky, Ryan Niemic and Felicia Huppert, among others.

You can find out more about Peggy's work at *www.peggykern.org*

MICHELLE MCQUAID

Dr. Michelle McQuaid is a best-selling author, workplace wellbeing teacher and playful change activator. An honorary fellow at the University of Melbourne's Graduate School of Education, in addition to hosting the highly acclaimed weekly podcast, "Making Positive Psychology Work" which features leading researchers and practitioners from around the world, Michelle blogs for *Psychology Today, The Huffington Post* and *Thrive*, and her work has been featured in *Forbes, The Harvard Business Review, The Wall Street Journal, Boss Magazine, The Age* and more.

You can find more of Michelle's work at *www.michellemcquaid.com*

DANIELLE JACOBS

Danielle Jacobs is a registered psychologist and wellbeing specialist, speaker, trainer and coach. Danielle uses evidence-based organizational scholarship and positive psychology practices within businesses across Australia to help their people flourish, improve their mental and physical health and achieve peak performance at the individual, team and organizational levels. She also leads the Australasian delivery of world-renowned and high impact Potentialife leadership development program (the brain-child of Dr. Tal Ben Shahar), is a Certified and Licensed Tiny Habits Coach®, and an affiliate member of APS College of Organizational Psychologists.

You can find more about Danielle's work at *www.daniellejacobs.com.au*

MICHELLE MILLICHIP

Michelle Millichip is a technology illuminator and implementor. She takes big ideas and makes them real by translating visions into technology and leading a team of experts to bring them to life. She guides and supports authors, teachers, coaches and entrepreneurs to share their knowledge, products and services with the world through strategically-focused, custom-built and fully-supported websites, tools and business systems.

You can find out more about Michelle's work at *www.michellemillichip.com*

MARTIN SUCHTA

Martin Suchta is an entrepreneur with a background in information technology, innovation and intellectual property, locally and globally. A lifelong and curious learner, Martin has a deep passion for applying innovation and technology to make positive psychology more accessible and impactful.

You can find more about Martin's work at

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