POSITIVE PSYCHOLOGY CAN MAXIMIZE YOUR IMPACT, PERFORMANCE AND HELP YOU FLOURISH IN WORK AND LIFE

PROMOTING PERFORMANCE wellBEING, LEADERSHIP AND ORGANIZATIONAL growth

EXECUTIVE SUMMARY

Leaders are stressed. Their families are affected by it. This is interfering with both their business and personal lives. Low morale, modest engagement and uncertain performance are increasingly becoming the norm.

With anxieties about work overload, burnout, stagnant wages and future job loss, these challenges create significant employee disconnect and anxiety among the work culture.

This leads to a number of issues for the company. Today's organizations need leaders to be highly innovative and motivated to do their best work. But how can a company depend on leaders to collaborate and generate high quality products and solutions apart from emotional, psychological and physical wellBEING?

What impact are these stressors having on the day-to-day lives of people in the workplace and the company's bottom line? What role do concepts of positive psychology have in helping people to not only effectively handle these issues but open their hearts and minds to move forward with newfound confidence, resilience, determination, hope and

vision for a better future? How can workers and their organizations create a more positive and proactive workplace that bridges economic and human goals? What will give employees satisfaction?

The purpose of this paper is to examine these issues through the application of applied positive psychology and positive organizational behavior, to urge employers to embrace the reality that they are being impacted by lack of workplace wellBEING literacy, and to define why applied positive psychology is needed in today's workplace.

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WORKERS OF ALL CAREER LEVELS AND GENERATIONS PLACE HIGH VALUE ON COMPENSATION AND BENEFIT RELATED FACTORS WHEN DETERMINING JOB SATISFACTION, BUT <u>NON-FINANCIAL FACTORS</u> ALSO WEIGH HEAVILY IN

WORKERS' SATISFACTION WITH THEIR JOBS.

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Source: Employee Job Satisfaction and Engagement (SHRM, 2016)

INTRODUCTION

By challenging traditional psychology, which has focused largely on fixing what's wrong, positive psychology aims to cultivate flourishing by moving people towards building what's right.

Applied positive psychology (APP) in the workplace is more than being happy at work. It's having the knowledge and skills to apply basic positive interventions in one's life. It's about savoring life, expressing gratitude, nurturing social relationships, practicing optimistic thinking, avoiding over thinking social comparisons, increasing flow and engagement, creating strategies for coping, practicing spirituality and utilizing a fool-proof technique for setting goals. The absence of positive psychology in the workplace can lead to adverse effects on an individual's total wellBEING and a company's bottom line.

The state of wellBEING among leadership is startling when you look at some statistics about stress, emotional and physical burnout. Many employers and its people lack basic wellBEING literacy. They aren't making sound wellBEING decisions, which can lead to psychological and emotional anxiety.

What should be disturbing to employers is how much time leaders spend their waken hours at work — dealing with their personal challenges. In doing this, their performance drops and the organization's competitive edge is negatively affected.

The root cause of the nation's wellBEING literacy crisis among today's executive is somewhat dim. Some believe it's due to increased workloads and longer hours, while others argue that wellBEING merely is limited to physical health and wellness. Solving the condition and dealing mastering performance wellBEING in the workplace is something leaders should address.

The breakout field of APP has spread rapidly across social and human sciences over the past decade, offering a fresh lens to address some of today's most pressing issues.

Read on to learn:

- What Positive Psychology is
- Positive Psychology's history
- Five essential elements needed in a Performance wellbeing culture
- Defining the problem – The stressors
- The impact
- The solution

"Positive Psychology is the scientific study of positive human functioning and flourishing on multiple levels."

Martin Seligman & Mihaly Csikszentmihalyi[1]

...sychology

"Emerging research makes the link between a thriving workforce and better business performance absolutely clear. Happiness can have an impact at both the company and the country level. "

Harvard Business Review[2]

WHAT POSITIVE PSYCHOLOGY IS

A flourishing study

Positive psychology is grounded in rigorous research. It is the scientific study of what makes life most worth living—optimal functioning, performance and wellbeing. It aims to build the best things in life and crystallizes the concepts of total wellBEING including happiness, engagement, grit, meaning, unique strengths and virtues, relationships, resilience, and optimism. In doing so, it explores the positive skills, experiences, characteristics and practices that enable individuals, institutions and communities to excel and flourish.

Positive psychology is the study of how human beings prosper in the face of adversity (Seligman & Csikszentmihalyi, 2000).[3] This flourishing study, spearheaded in 1998 by Dr. Martin Seligman, has changed the trajectory of mainstream psychology and has spread rapidly across social and human sciences. It now spans many branches that builds on the philosophies and practices from Socrates to Maslow.

Today positive psychology has its applications in diverse fields such as economics, human and social services, education, parenting, healthcare, politics, leadership, management and organizational behavior.

Brief history

Positive Psychology as we know it today can be traced back to Martin E. P. Seligman's 1998 Presidential Address to the APA (Seligman, 1999).[4] Following a 1997 chance meeting between he and Mihaly Csikszentmihalyi (Csikszentmihalyi, 2003)[5], and an epiphanic moment when gardening with his daughter, Nikki (Seligman, 2000)[6], Seligman realized that psychology had largely neglected the latter two of its three pre-World War II missions: *curing mental illness, **helping all people to lead more productive and fulfilling lives, and identifying and nurturing high talent***.

He noted that psychology had been overwhelmingly focused on what was "wrong" and broken, such as disease, negative emotions, and pathologies. He observed that while much was known about the nature of ill health, the effect of negative stressors and the factors that help people survive through adversity, **little was known about how normal people flourish in more nonthreatening circumstances**.

With this realization, Seligman resolved to use his APA presidency to initiate a shift in psychology's focus toward a more positive psychology (Seligman, 1999).[7] Seligman challenged the field to bring as much focus to what was "right" and worthy of replication, such as kindness, love, awe, and gratitude.

"Unevenly looking only at pathology victimizes people." [8]

- Martin Seligman

Past research

Research into positive psychology topics might even be traced back to the origins of psychology itself, for example, in William James' writings on ''healthy mindedness'' (James, 1902).[9]

In broad terms, positive psychology has common interests with parts of humanistic psychology, and its emphasis on the fully functioning person (Rogers, 1961),[10] and self-actualization and the study of healthy individuals (Maslow, 1968). [11]

In recent years, utilitarianism and humanistic psychology were among key movements that also elevated happiness and mental health as a meaningful goal and field of study.

Seligman and Csikszentmihalyi and those who took up the task of positive psychology aimed to reset the balance.
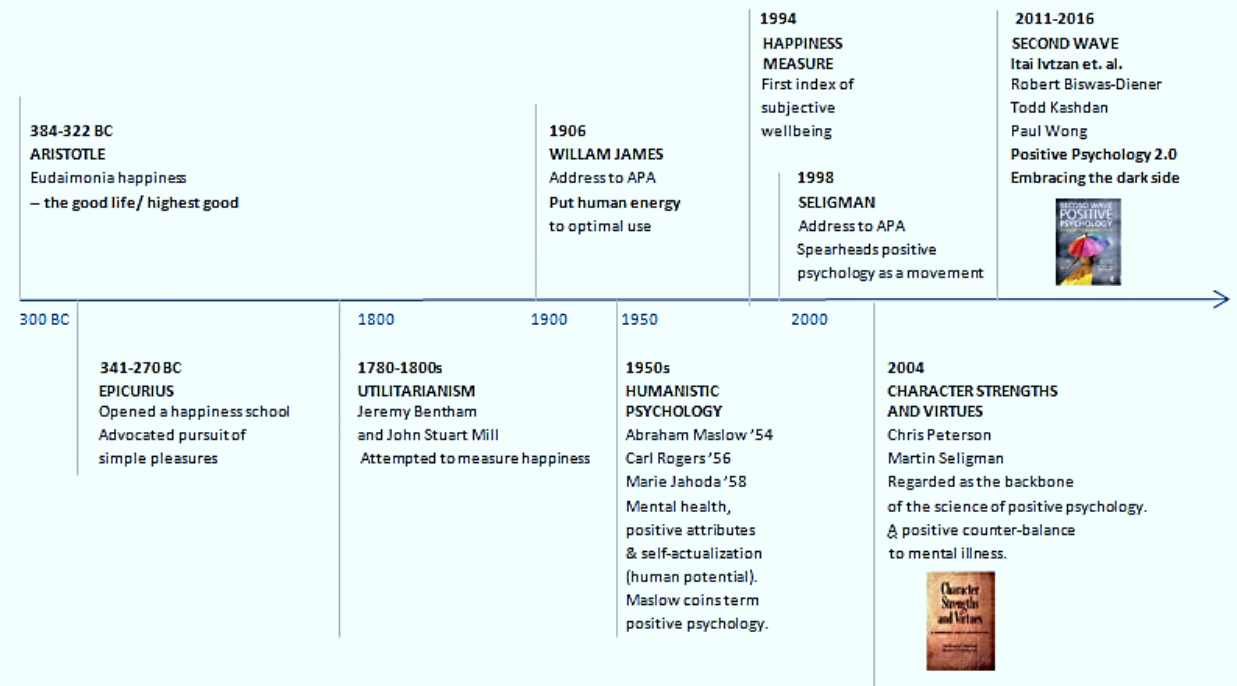
The future

Today scholars are calling for a more balanced approach, a second wave that builds on an abundance focus by integrating study of the positive with the negative to encompass human experience in all its complexity (Wong, 2011).[12]
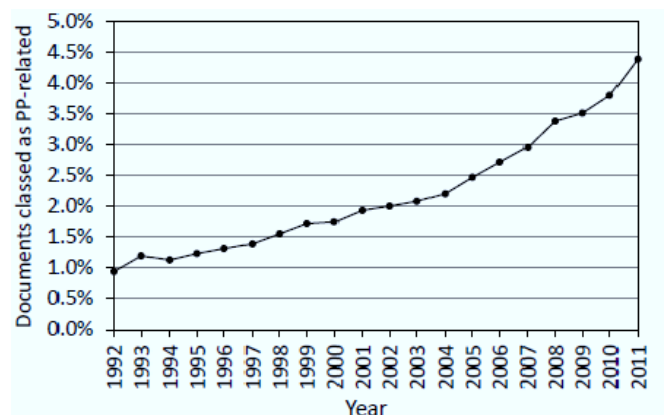
History of Positive Psychology
Key milestones from 300 BC to 2016

384-322 BC
ARISTOTLE
Eudaimonia happiness
– the good life/ highest good

1906
WILLAM JAMES
Address to APA
Put human energy
to optimal use

1994
HAPPINESS MEASURE
First index of
subjective
wellbeing

1998
SELIGMAN
Address to APA
Spearheads positive
psychology as a movement

2011-2016
SECOND WAVE
Itai Ivtzan et. al.
Robert Biswas-Diener
Todd Kashdan
Paul Wong
Positive Psychology 2.0
Embracing the dark side

300 BC   1800   1900   1950   2000

341-270 BC
EPICURIUS
Opened a happiness school
Advocated pursuit of
simple pleasures

1780-1800s
UTILITARIANISM
Jeremy Bentham
and John Stuart Mill
Attempted to measure happiness

1950s
HUMANISTIC PSYCHOLOGY
Abraham Maslow '54
Carl Rogers '56
Marie Jahoda '58
Mental health,
positive attributes
& self-actualization
(human potential).
Maslow coins term
positive psychology.

2004
CHARACTER STRENGTHS AND VIRTUES
Chris Peterson
Martin Seligman
Regarded as the backbone
of the science of positive psychology.
A positive counter-balance
to mental illness.

A growing and notable field

As the leading advocate of positive psychology, Seligman has been exceptionally successful at catalyzing and uniting the efforts of the many distinguished scientists who have become some of the key players in the positive psychology movement. These include the Positive Psychology Steering Committee (Csikszentmihalyi, Diener, Jamieson, and Vaillant) and the leaders of numerous positive psychology research centers. (Seligman, 2005).[13]

Other notable figures included the late Chris Peterson, a top expert in the field of hope and optimism who headed up the Values-in-Action project that led to the VIA classification of strengths and virtues (Peterson & Seligman, 2004).[14]

Number of positive psychology-related journal documents per year, as a percentage of all journal documents that year in the data-set (citable documents only). (Rusk & Waters, 2013)[15]

The Five Essential Elements Needed In A Performance Wellbeing Culture

Imagine running an organization where leaders and teams have a common language, a shared understanding of priorities and able to grow from weaknesses. Unified teams not only have a more pleasurable work experiences, but they also succeed by leaps and bounds as compared to teams that struggle with fostering performance wellbeing.

The researchers and practitioners of positive psychology have studied a range of topics at individual, group and social levels such as character strengths and virtues, leadership, wisdom, values, psychological and social capital. The studies speak for themselves.

While the key positive psychology constructs like life satisfaction, gratitude, happiness, achievement, optimism and organizational citizenship fairness have attracted a majority of research (Rusk and Waters, 2013),[16] Seligman and many scholars have focused on maximizing the benefits of **PERMA**, an acronym for a model of wellBEING that makes up five important building blocks of wellBEING and happiness:

Positive emotions*, **E**ngagement, **R**elationships, **M**eaning and **A**ccomplishment. (Seligman, 2011)[17]

*Of which happiness and life satisfaction are all aspects.

These are the five essential elements that serve as the foundation for principles that can lead to a more positive environment and culture in any workplace. We see wellBEING as a 'broad category' that encompasses a number of workplace factors.
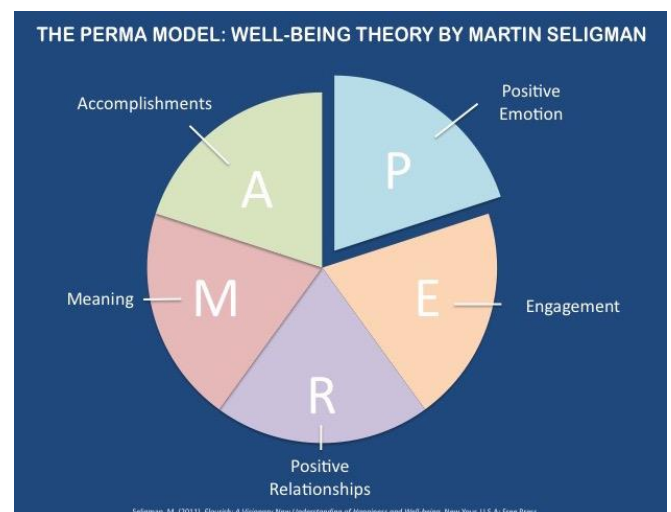
Positive emotions

As social psychologist Barbara Frederickson posits in her Broaden and Build Theory, positive emotions open hearts and minds to become more *receptive, productive and creative* (Fredrickson, 2009).[18] Positive emotional intelligence can enhance team members' ability to think creatively, help them cope with

challenges, nurture their progress in their career, and aid them in getting along with others in the workplace.

Engagement

A good, productive life integrates the concept of deep and engaging involvement in naturally satisfying and motivating activities referred to as *flow*, a state in which people are so involved in an activity that time stops and self-consciousness is blocked. (Cskikszentmihalyi, 1990).[19] (Seligman, 2002).[20]

THE PERMA MODEL: WELL-BEING THEORY BY MARTIN SELIGMAN

Seligman, M. (2011). *Flourish: A Visionary New Understanding of Happiness and Well-being*. New Your, U.S.A: Free Press

"As work and life become more interconnected, health and well-BEING becomes more dependent on every aspect of work running smoothly...wellBEING drives productivity"[21]
- Virgin Pulse, 2016

Relationships

Psychological health and happiness are inextricably linked with close, meaningful, and intimate relationships. Given how essential

relationships are to our success and happiness, it makes sense to work toward improving our relationships at work as well, all toward the end goal of creating a more positive and productive culture.

Meaning

Seeing the deeper layers in our work. Understanding how our work benefits others, its value, and how we are an essential member of the team increases overall job satisfaction and wellBEING.

Achievement/Accomplishment

We are wired to want to better ourselves. In pursuing positive, self-concordant goals and striving to master and accomplish them, we flourish and experience wellBEING.

Defining the Problem – The Obstacles and Stressors
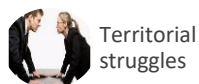
Waning motivation

Territorial struggles

The need to be right

Workplace stress

Unappreciated and burnout

Blaming others

It was polled in a Gallup Survey that business leaders may be worse off than the people they lead, and are 11% less likely to do what they do best every day, and 6 points more likely to feel stress during the workday.[23]

**Weakening engagement and performance wellbeing**

The U.S. has long been experiencing an employee engagement crisis, similar to much of the world. Gallup has **not** found employee engagement to be seasonal. The metric is more dependent on factors related to an organization's **performance management** and human capital strategies (Gallup, 2016).[24]

- Monthly employee engagement at 34.1%
- Previous record set in March 2011
- Engagement had not topped 33% since 2012

U.S. Employee Engagement -- Monthly Averages

January 2011-March 2016

■ % Engaged employees
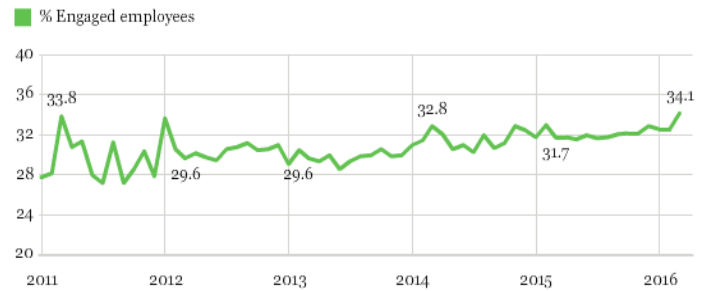
Gallup Daily tracking

GALLUP

26% of leaders rated by their bosses as having high potential also were seen by their bosses as having high risk of career derailment those who greatly overstate their abilities are 6.2 times more likely to be rated as a derailment risk by their bosses than those with accurate self-awareness. and (Korn Ferry, 2015).[25]

Defining the Problem – The Obstacles and Stressors

Organizations are facing increasingly complex issues that demand a higher level of performance with severe consequences for not finding a solution. Meeting this challenge requires dramatic organizational change where people are conscious of their performance and work engagement.

Not Satisfied at Work

Gallup reports only 15% of employees strongly agree the **leadership** of their organization makes them feel enthusiastic about the future. When leaders model and welcome self-awareness around their own emotional triggers, they encourage people to want to do their best work. The Society for Human Resource Management has also explored and identified factors that influence overall employee satisfaction and engagement in the workplace.

IMPORTANCE OF JOB SATISFACTION CONTRIBUTORS

	Very Unimportant	Unimportant	Important	Very Important
Respectful treatment of all employees at all levels	2%	4%	28%	67%
Compensation/pay, overall	1%	4%	32%	63%
Benefits, overall	2%	6%	32%	60%
Job security	2%	6%	34%	58%
Opportunities to use skills and abilities at work	4%	4%	37%	55%
Trust between employees and senior management	2%	4%	39%	55%
Organization's financial stability	1%	6%	40%	53%
Relationship with immediate supervisor	2%	7%	38%	53%
Feeling safe in the work environment	2%	10%	38%	50%
Immediate supervisor's respect for employee's ideas	3%	7%	41%	49%
The work itself	2%	6%	44%	48%
Communication between employees and senior management	2%	6%	44%	48%
Management's recognition of employee job performance	1%	8%	43%	48%
Career advancement opportunities	4%	13%	36%	47%
Autonomy and independence	1%	10%	43%	46%
Management's communication of organization's goals and strategies	3%	8%	45%	45%
Overall corporate culture	2%	7%	48%	44%
Teamwork within department/business unit	2%	7%	49%	43%
Meaningfulness of job	1%	9%	47%	43%
Job-specific training	4%	7%	47%	42%
Relationships with co-workers	1%	11%	48%	40%
The organization's overall commitment to professional development	4%	10%	46%	40%
Teamwork between departments/business units	2%	9%	50%	39%
Career development opportunities	5%	12%	44%	39%
Contribution of work to organization's business goals	1%	9%	51%	39%
Communication between departments/business units	2%	10%	53%	36%
Company-paid general training	3%	15%	47%	35%
Variety of work	2%	13%	50%	35%
Organization's commitment to corporate social responsibility	3%	15%	50%	32%
Networking opportunities	4%	16%	49%	31%
Organization's commitment to a diverse and inclusive workforce	5%	18%	47%	30%
Organization's commitment to a "green" workplace	7%	27%	46%	21%

Note: n = 515-595. Respondents who indicated "Not applicable" were excluded from this analysis. Data are sorted in descending order by the percentage of respondents who indicated "very important."

Source: Employee Job Satisfaction and Engagement (SHRM, 2016)

Defining the Problem – The Obstacles and Stressors

Ineffective and uncaring leadership

Emotional intelligence and social-emotional skills are one of the hallmarks in performance wellBEING. Productivity and morale are tied to communication.

91% of employees say communication issues can drag executives down. The data shows that the vast majority of leaders are not engaging in crucial moments that could help employees see them as trustworthy (Interact/Harrison Report, 2016).[26] In rank order, the following were the top communication issues people said were preventing business leaders from being effective:

Source: Interact/Harrison Report • The Top Complaints from Employees about Their Leaders

- Not recognizing employee achievements (63%)
- Not having **time to meet** with employees (52%)
- Not giving **clear directions** (57%)
- **Refusing to talk** to subordinates (51%)
- **Taking credit** for others' ideas (47%)
- **Not knowing** employees' names (36%)
- Not offering **constructive criticism** (39%)
- Refusing to **talk to people** on the phone/in person (34%)
- Not asking about employees' **lives outside work** (23%)

"The two most powerful experiences in life are achieving and connecting. But if we focus on achieving, we're not doing well at connecting. Connection is a mindset and an energy exchange between people who are paying attention to one another."

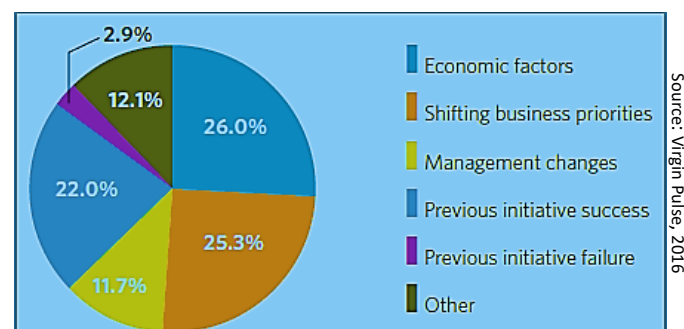*- Dr. Edward Hallowell, author and former faculty member at Harvard Medical School*

No culture of wellBEING

Organizations can have a big influence over individuals' wellBEING. Employers have the power to coordinate a wellBEING culture that attracts, motivates, engages and retains exceptional people. **WellBEING is not wellness**. WellBEING refers to a more holistic whole-person—the total BEING experience, whereas wellness refers only to physical health.

With the shift from corporate wellness programs to executive and individual wellBEING strategies, organizations have opportunity to look beyond an individual's physical health and create a head-to-toe wellBEING strategy that touches the emotional, mental, spiritual and financial health of your workforce. A head-to-toe wellBEING approach does more than create a healthy workplace—it's good for business (Ruddy, 2015)[27].

For employers, having healthy leaders and teams mean greater performance and a healthier workplace culture, which in turn leads to higher levels of workplace productivity, satisfaction and morale, reduced healthcare costs, and a better bottom line.

Factors Contributing to WellBEING Budget Changes

- Economic factors — 26.0%
- Shifting business priorities — 25.3%
- Management changes — 11.7%
- Previous initiative success — 22.0%
- Previous initiative failure — 2.9%
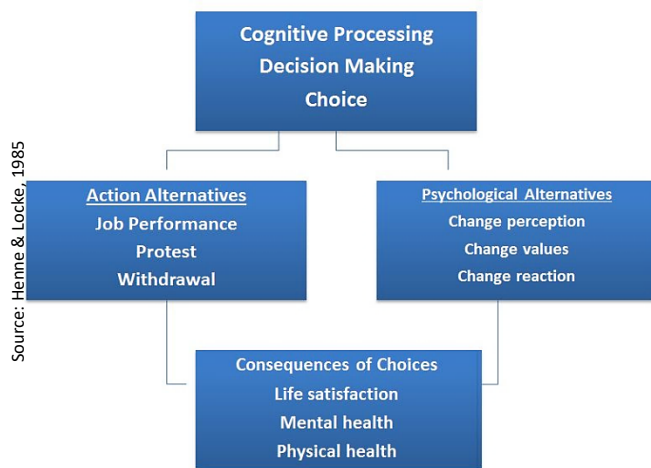- Other — 12.1%

Source: Virgin Pulse, 2016

As organizations look to maximize their wellBEING spending, they'll be examining their vendor partnerships with an eye on adding or consolidating wellBEING vendors. WellBEING permeates every

aspect of work, and more organizations are taking a holistic approach to it as a result — offering programs that address physical energy, mental focus, and emotional drive (Virgin Pulse, 2016)[28].

The Impact

Source: Henne & Locke, 1985

Cognitive Processing
Decision Making
Choice

Action Alternatives
Job Performance
Protest
Withdrawal

Psychological Alternatives
Change perception
Change values
Change reaction

Consequences of Choices
Life satisfaction
Mental health
Physical health

When job dissatisfaction strikes it is merely an emotional state; in response to the emotional state people will devise an alternative plan that is dependent upon the individual, his estimation of the situation and his own capabilities or aspirations. The alternative plan (see diagram above) will be behavioral or psychological (Henne & Locke, 1985).[29]

Performance - It's almost intuitive to conclude that people who are dissatisfied don't perform as well as people who are satisfied with their job. (Zhou & George, 2001).[30]

Withdrawal - Absenteeism and/or leaving the job is another recourse a worker may take when they become dissatisfied in their workplace.

Change reaction – He or she may choose to avoid aspects of the job they are unhappy with, using psychological defense mechanisms such as repression and evasion (Henne & Locke, 1985).[31]

Consequences of Choices

- **Life Satisfaction** – (Henne & Locke, 1985) believed that work is a component of a person's life and will affect one's attitude towards life as a whole.[33]

- **Mental Health** – (Locke, 1976) suggests that the existence of dissatisfaction implies conflict in the employee's mind and the conflict may lead to issues.[34]

- **Physical Health** - If the dissatisfaction event increases stress levels in an individual, it may have health implications (Henne & Locke, 1985).[35]
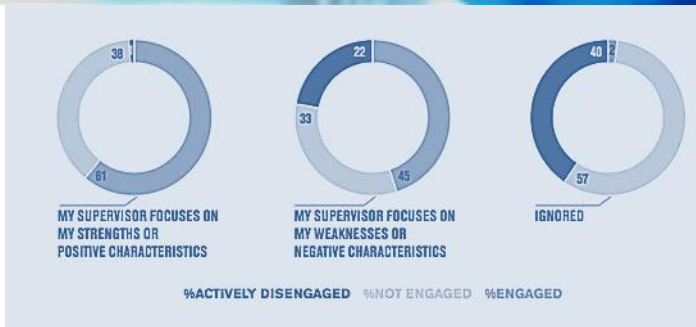
Bottom line

Gallup research shows managers who are creating active disengagement costs the U.S. an estimated $450 Billion to $550 Billion annually (Clifton, 2013).[36]

"If your company reflects the average in the U.S., just imagine what poor management and disengagement are costing your bottom line." - Jim Clifton, Gallup Chairman and CEO

Lack of loyalty - Research shows that workplace stress leads to an increase of almost 50% in voluntary turnover. Associated turnover costs are significant (American Institute of Stress, 1999). [32]

MY SUPERVISOR FOCUSES ON MY STRENGTHS OR POSITIVE CHARACTERISTICS

MY SUPERVISOR FOCUSES ON MY WEAKNESSES OR NEGATIVE CHARACTERISTICS

IGNORED

%ACTIVELY DISENGAGED   %NOT ENGAGED   %ENGAGED

Positive organizational behavior

We all know there will be some pressure and how this pressure interacts with positive emotions to shape the attitudes and behaviors of people in the workplace.

Organizations are trying to go beyond fixing these issues and into promoting excellence. Because of this perspective the business world needs to turn to the branch of psychology that deals with human flourishing and human strengths, namely positive psychology (Donaldson & Ko, 2010; Seligman & Csikszentmihalyi, 2000).[37]

Organizations can benefit from any number of research initiatives in positive psychology, particularly with respect to **strengths** (Park, Peterson & Seligman, 2004)[38]; **job design** (Berg, Wrzesniewski & Dutton, 2010)[39]; **work identity and company fit** (Dutton, Roberts & Bednar, 2010).[40]

Positive psychology, with its forward-focused approach, offers us tools for coping with negative events and the potential for a more hopeful, productive and satisfying future.

Research shows that 40% of life satisfaction is dependent on intentional activity—what we think, feel and do (Lyubomirsky, Sheldon & Schkade,2005).[41]

Positive psychology views people as self-determined and creative, capable of accessing the 40% to create their desired outcomes rather than languishing as passive victims of external forces.

It looks at the nature and impact of positive emotions, positive traits and positive organizations.

Positive emotions at work

Dr. Barbara Fredrickson maintains positivity can enhance relationships, work, and health, relieve depression, broaden minds, and build lives. Positive emotions expand people's repertoire for effective thinking and action, helping us build intellectual, physical, psychological and social resources (Frederickson, 2001).[42]

These emotions can be stimulated and sustained by supportive organizational environments. They outlast fleeting emotional states, increase our resilience, propel us in upward spirals toward optimal performance, growth and wellBEING.

Organizational scholars Donald Gibson and Sigil Barsade found that positive emotions are critical to business outcomes, impacting job performance, decision making, creativity, turnover, pro-social behavior, teamwork and leadership (Barsade & Gibson, 2007).[43]

The Solution – The Bridge

Researched evidence

• **Happiness** - people are more likely to find work with more autonomy, meaning and variety (Lyubomirsky, King & Diener 2005).[44]

• **Hope** – found to support and sustain the capacity of workers to be more resilient and to bounce back in ways that strengthens their effectiveness (Youssef & Luthans, 2007).[45]

• **Self-regulation** – found to be associated with positive emotions of interest, excitement and confidence and are more likely to be associated with more productive work performance outcomes (Ryan & Deci, 2000)[46]

• **Social-emotional skills** – when people were presented with solutions they could actually implement themselves, problem-solving on subsequent unrelated tasks increased by 20%. Reminding the brain that there is a path forward allows you to import that

empowered mindset to other challenges. Also reported in feeling better: 19% less agitated, 23% less uptight (Gielan, 2016).[47]

Positive psychology interventions

The workplace and teamwork should be exciting, motivating and energizing.

Appreciative Inquiry: Appreciate Inquiry (AI) provide leaders and change agents with a powerful new approach to achieving this kind of organizational excellence.

Developed by David Cooperrider in the 1980's, AI is a collaborative search to identify and understand an organization's strengths, its potentials, its greatest opportunities and people's hopes for the future.

AI is different than problem solving. AI's four steps include:

1. *Appreciate* and value the best of what is
2. *Envision* what might be
3. *Dialogue* about what should be
4. *Innovate* and create what will be

The language we use creates our reality (Hammond, 1998).[48]

Character strengths and virtues - the backbone of positive psychology

A growing body of evidence is finding that developing our strengths—doing what we do best each day—leaves us feeling up to six times more engaged in our work, helping to boost our confidence, lower stress and find more meaning and satisfaction (Linley, Willars & Biswas-Diener, 2010).[49]

Virtue is about what is good, responsible and uplifting. A sense of virtue informs and shapes our core values. In the workplace leaders make decisions in ways that take into account ethical and moral considerations (Cameron, 2003).[50]

An emerging body of research is demonstrating the links between mindfulness and performance across a number of tasks.

Mindfulness contributes to performance by improving cognitive flexibility and alertness, and guarding against distractions and performance blunders. In the work environment, mindfulness has value not only by increasing engagement, but also in focusing attention (Dane&Brummel, 2013).[52]

Research indicates that gratitude is an important component of workplace culture that contributes to positive outcomes. For example, among teachers, gratitude is linked to less burnout (Chan,).[53]

Researchers have explored the relationship between dispositional gratitude—chronic, stable levels of gratitude, state gratitude — temporary shifts in gratitude levels and workplace gratitude. The results confirmed the importance of gratitude at work; both state and workplace gratitude predicted job satisfaction (Waters, 2012).[54]

Criteria applied to character strengths:

1. *Universal* – *valued across time and cultures*
2. *Measurable* – *identified based on how we think, feel and act.*
3. *Morally valued* – *we value this way of being in the world*
4. *Fulfilling* – *developing these strengths will leave us feeling more fulfilled, satisfied and happy.*
5. *Trait like* – *our strengths are what make us consistently unique* (Peterson & Seligman, 2004).[51]

Mindfulness

Gratitude
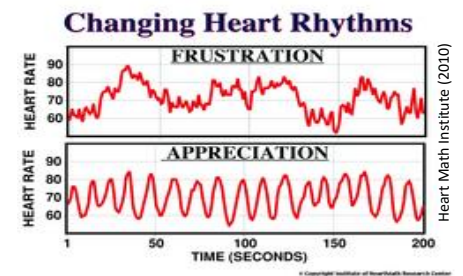
Appreciation produces coherent & smooth rhythms. This enhances communication between the heart & the brain.

Conclusion

The science of Positive Psychology offers powerful insights and proven strategies founded on the belief that people want to lead meaningful and fulfilling lives, to cultivate what is best within themselves, and to enhance their experiences of love, work, and play.

Employers and employees want the same thing: workplace wellBEING. Working for organizations that care about them, their families and allow them to live out their purpose at work, increase influence and feeeling fulfilled.

For employers, positive psychology in the workplace means having loyal employees, higher productivity, increased engagement and a progressive culture.

WellBEING literacy offered through applied positive psychology should be of urgent concern to employers. It fuels every aspect of work, and more organizations are taking a holistic approach to it as a result—offering programs that

address performance, vitality, mental focus and emotional drive.

Executives and organizations should take steps to steer the holisitic conversation, recognizing that if they want organizational change through individual change, they'll need to address positive psychology in the workplace.

Workers are more than mere bodies. Together with their minds and emotions makes up the total package of their human existence. The more organizations address the total nature of applied positive psychology in the workplace, the better they'll be able to keep employees satisfied— cultivating what is best within themselves—and their businesses flourishing.

DecisionLab Global, a certified performance and executive wellbeing solution provider to corporations with a vision to help leaders become aware of what drives their thoughts, decisions and actions. We rethink performance improvement

through teaching holistic wellbeing and evidence-based strategies.

We are skilled in performance science combining the art of wellbeing and human flourishing with the tools of optimal functioning as a strategy to to help your organization meet the demanding challenge of high performance levels.

We understand that leaders and their leadership are totally inseparable. To us, high-performance is about integrating whole self resources for long-lasting performance improvement for your organization. We work with people in South Africa, Australia, India and North America.

Contact us to learn more about whole-person leadership, raising resilience, effective energy management, prepared-for-you performance workshops, executive coaching and performance wellBEING in yourself and the people you manage, develop and lead.

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Web: www.YourDecisionLab.com

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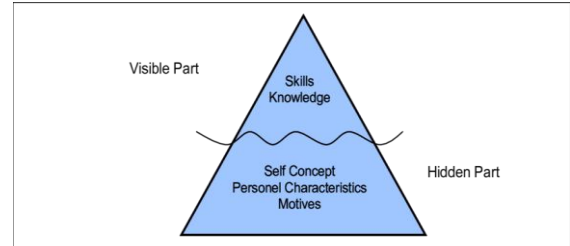
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