

# The Serious Business of Happiness at Work



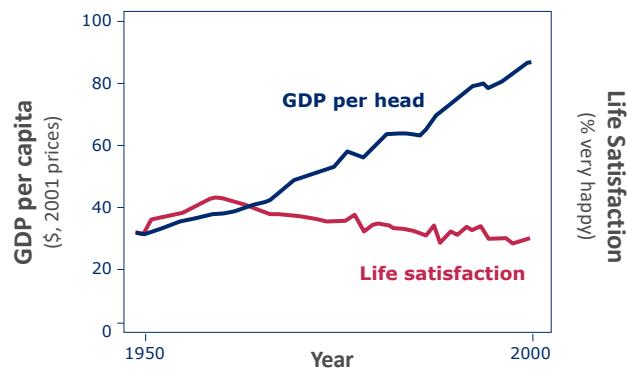
**Vanessa King**

BSc(Joint Hons), ACA, MAPP

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## Why Action for Happiness?

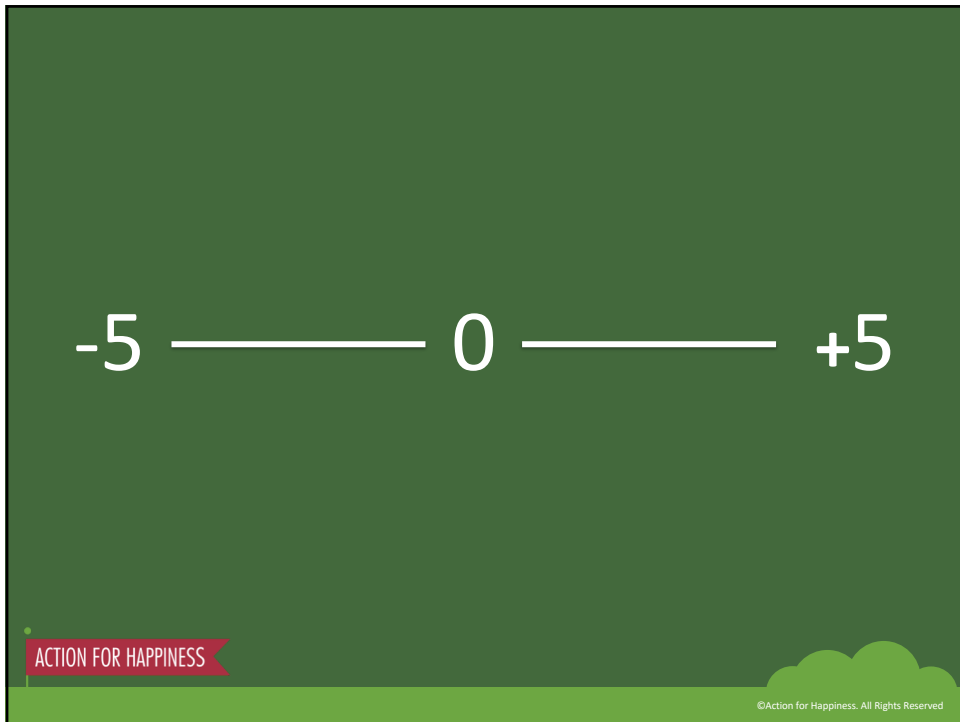
Changes in Life Satisfaction and GDP over time



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Source: Layard, 2003 (based on US data)

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**What is happiness?**

**FEELING  
GOOD**


**+**

**FUNCTIONING  
WELL**

**ACTION FOR HAPPINESS** UK Government Foresight Review of Mental Capital and Well-Being for the 21<sup>st</sup> Century (2008)

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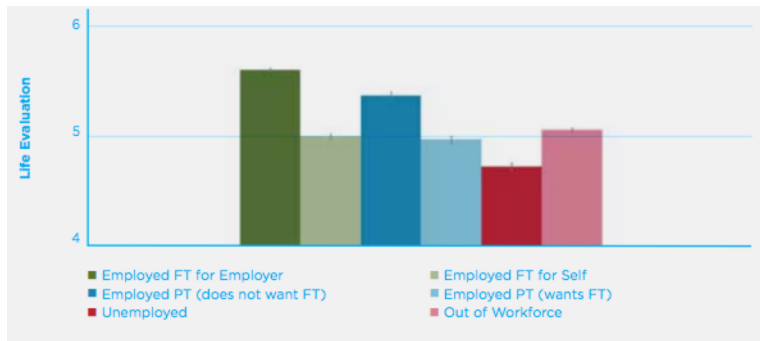
**Question 1 - Is work good for happiness?**



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## Work and wellbeing – Life evaluation (Cantril Ladder)

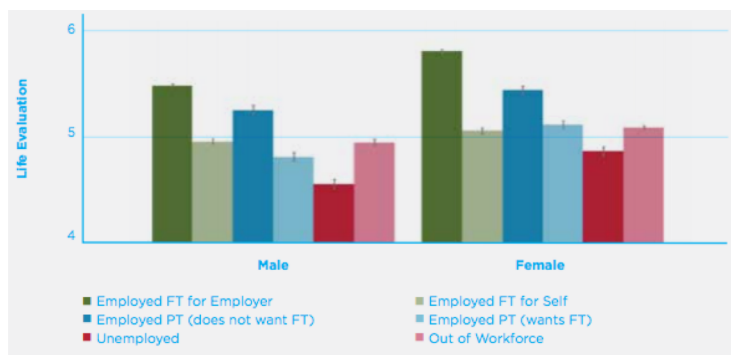


Source: de Neve, 2018

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## Work and wellbeing – Life evaluation (Cantril Ladder)

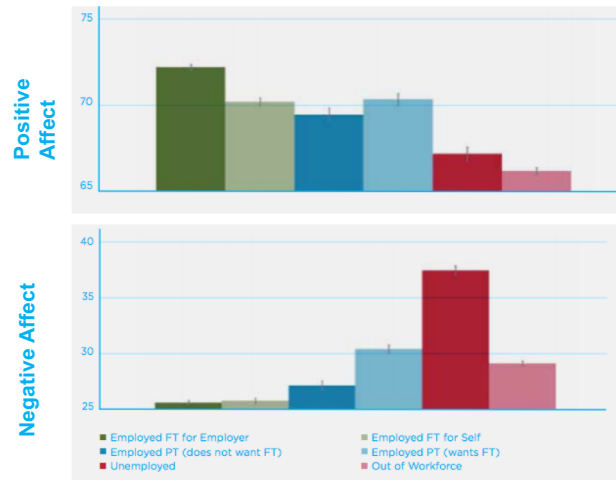


Source: de Neve, 2018

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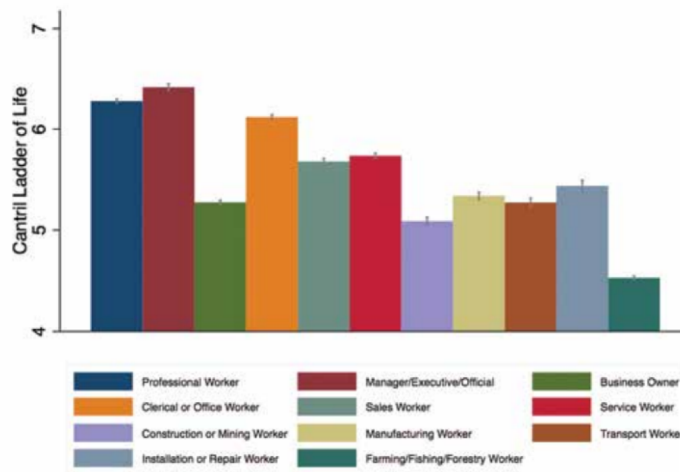
## Work and wellbeing - affect



Source: de Neve, 2018

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## Work and wellbeing – Life evaluation by role type



Source: Gallup World Poll. Mean Cantril Ladder worldwide 2011-2013, by reported job type. 95% CI bars shown.

Source: de Neve and Ward, 2017

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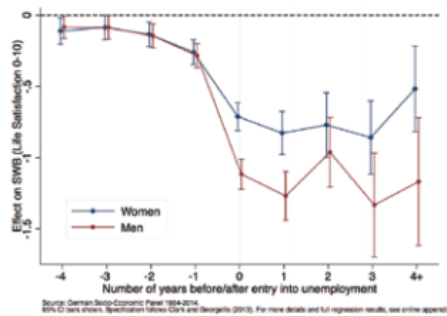
## Work plays an important role in our happiness



Source: UK Office for National Statistics (2012)

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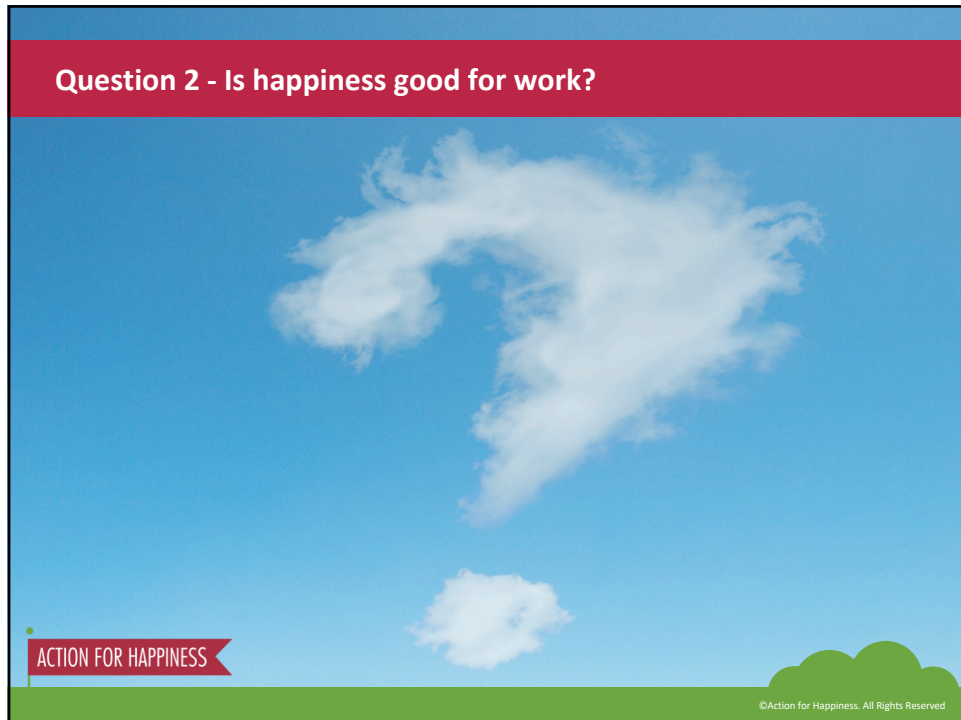
## Scarring effect of unemployment



Source: de Neve and Ward, 2017

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## Question 2 - Is happiness good for work?



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## The Happiness Advantage: Physical Health

<b>Half as likely to catch the cold virus</b> <small>Cohen et al. (2006)</small>	<b>Significantly better overall health</b> <small>Diener and Chan (2011)</small>
	
<b>50% lower risk of cardiovascular event</b> <small>Boehm and Kubzansky (2012)</small>	<b>35% reduction in risk of death</b> <small>Stephens and Wardle (2011)</small>
	

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## The Happiness Advantage: Performance

**12% more productive at work**  
Oswald et al. (2014)

**Companies outperform stock market**  
Edmans et al. (2014)

**Faster and more accurate diagnoses**  
Estrada et al. (1997)

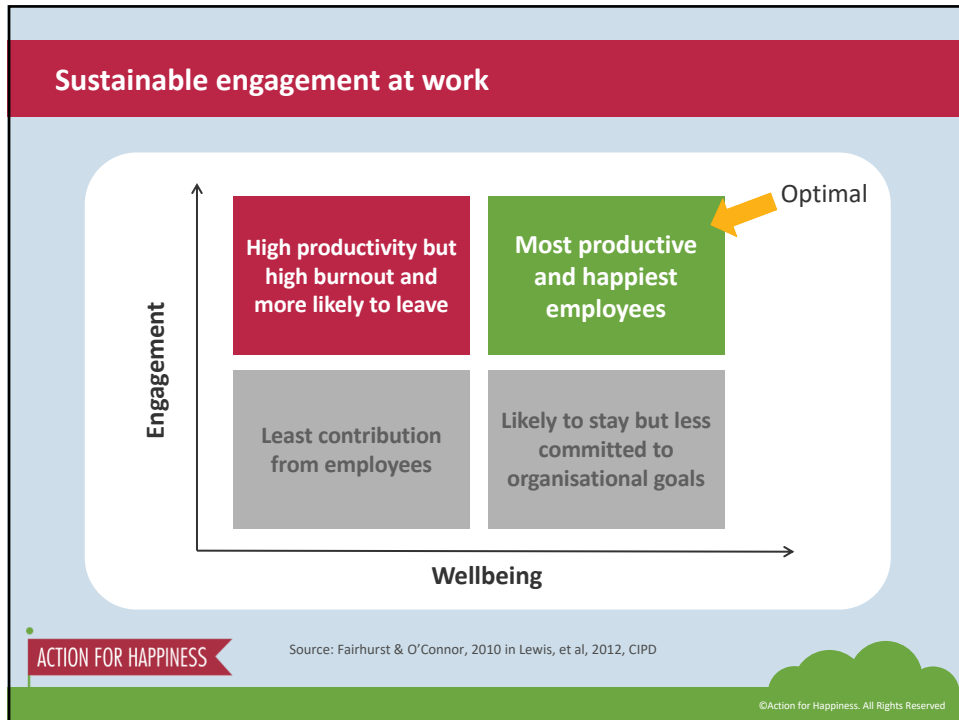
**Higher future income**  
De Neve and Oswald (2012)






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### The Happiness Advantage: Society

**More pro-social behaviour**  
Aknin et al. (2013)

**Save more and better financial control**  
Gruen (2012)

**Less likely to have road accidents**  
Goudie et al. (2012)

**More likely to vote and participate**  
Gruen (2009)

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## Work can be a cause of unhappiness

Top causes of long-term sickness absence due to stress:



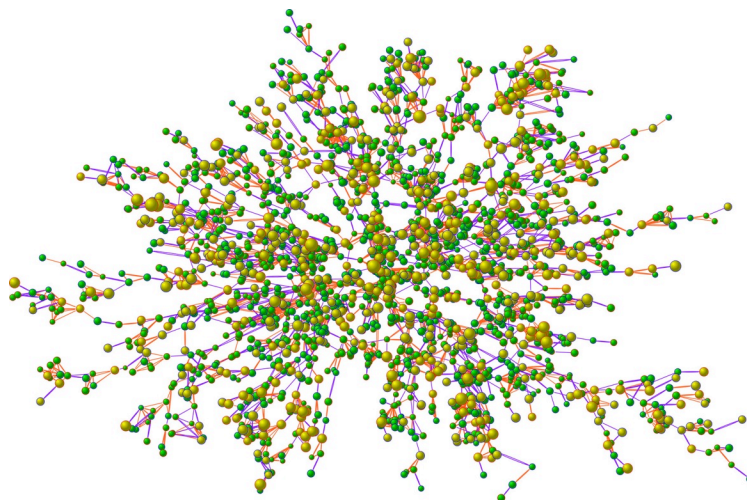
- Workload
- **Management style**
- Problems at home
- Restructuring/change
- **Relationships at work**

Source: CIPD 2017

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## Ripple effect



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Source: Christakis and Fowler (2009)

### Q 3 - What can we do that makes a difference?

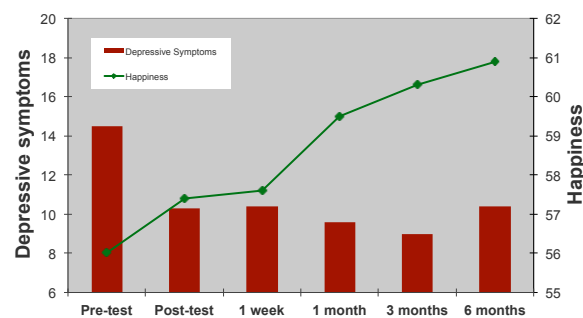
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### Noticing the good things brings benefits



This simple intervention was found to increase happiness and reduce depressive symptoms for up to six months.



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Source: Seligman and Steen (2005)

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## Three essential ingredients for a happy and motivated workplace

### 1. Relationships

People's daily interactions with others are supportive and constructive



### 2. Mastery & Progress

People feel they are using their skills and making progress towards goals that matter



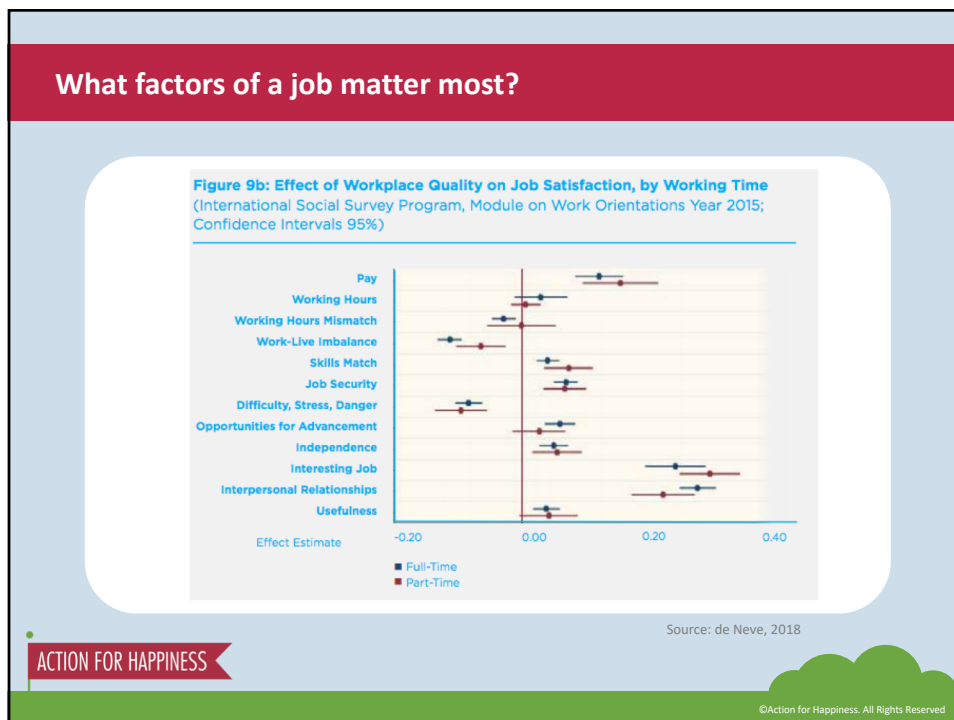
### 3. Autonomy

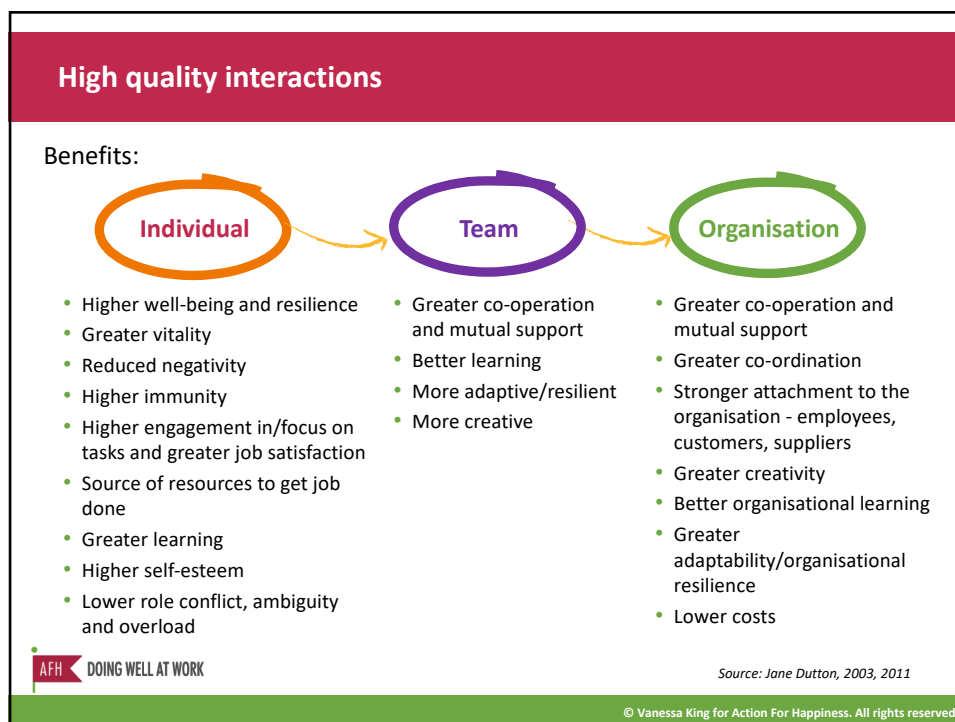
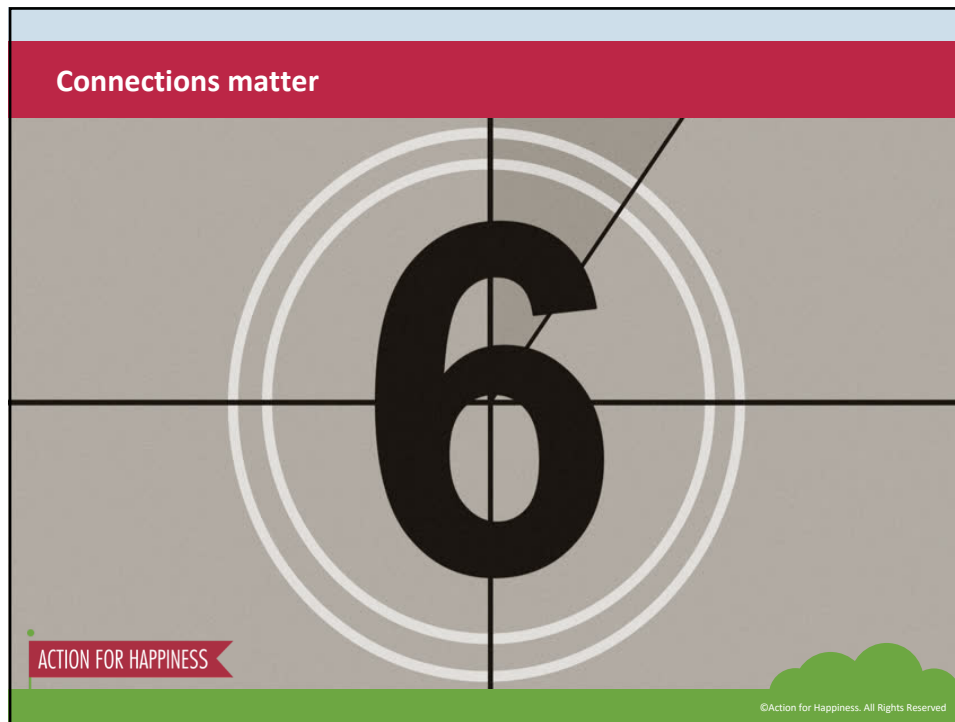
People feel a sense of control over what they do and/or how they do it

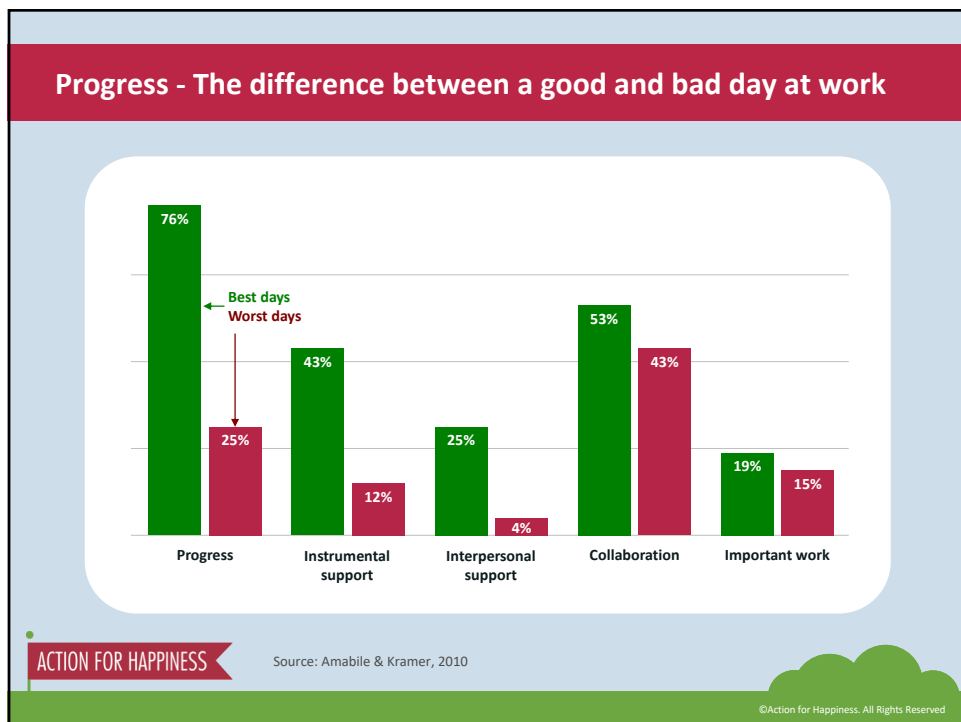
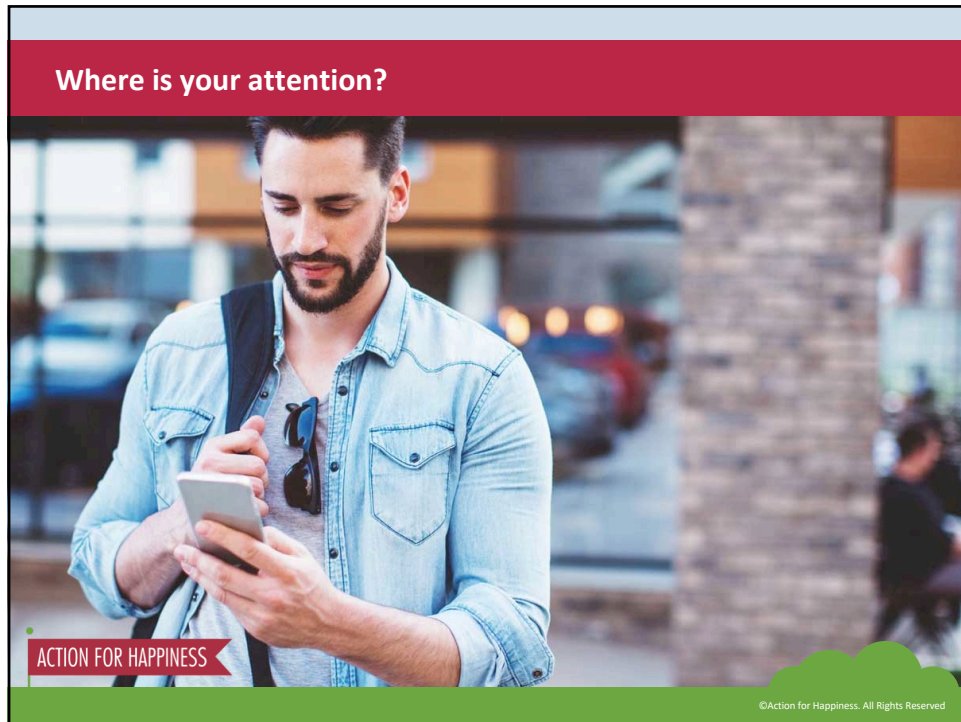


Based on: Deci and Ryan, various

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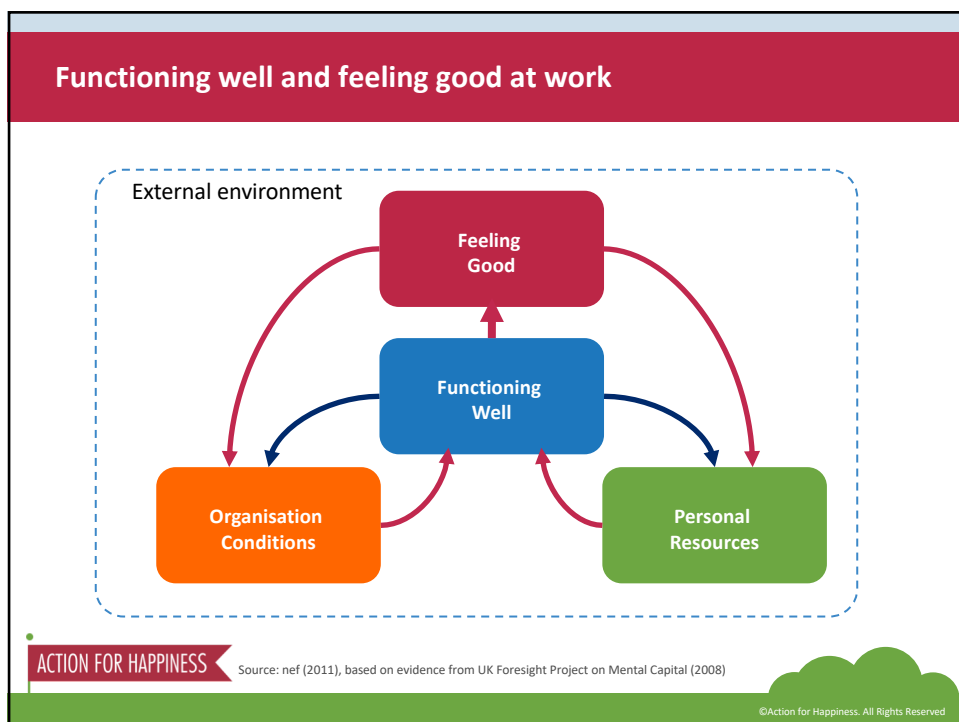


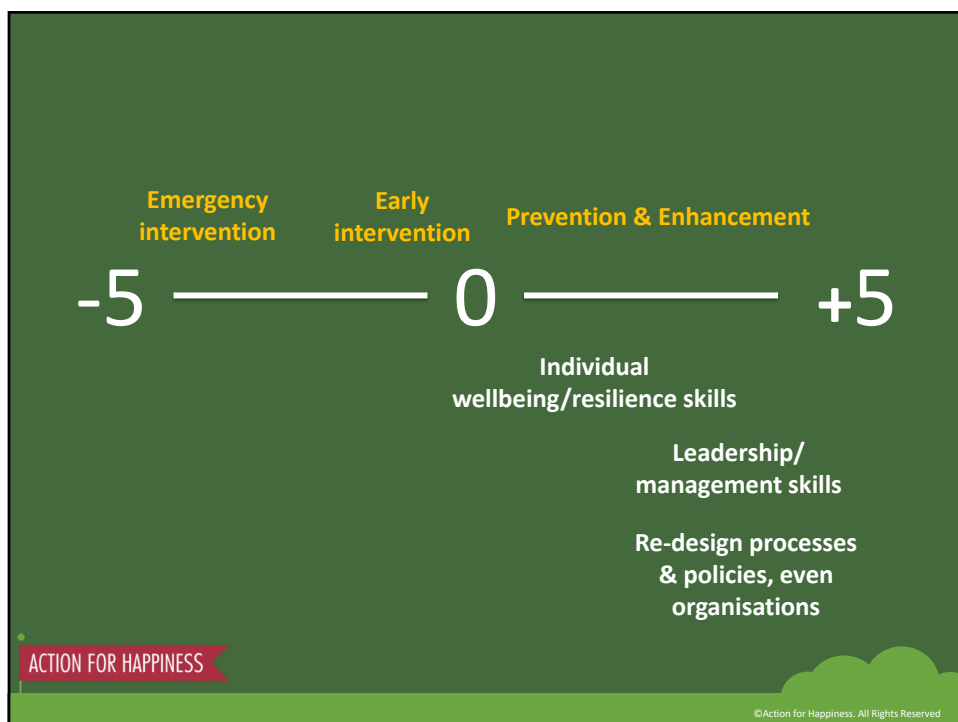
**Focusing on strengths makes a difference**

# 6x

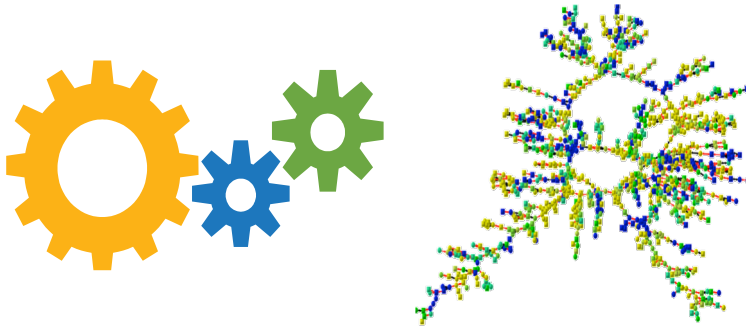
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## Organisations as living networks of (emotional) human beings



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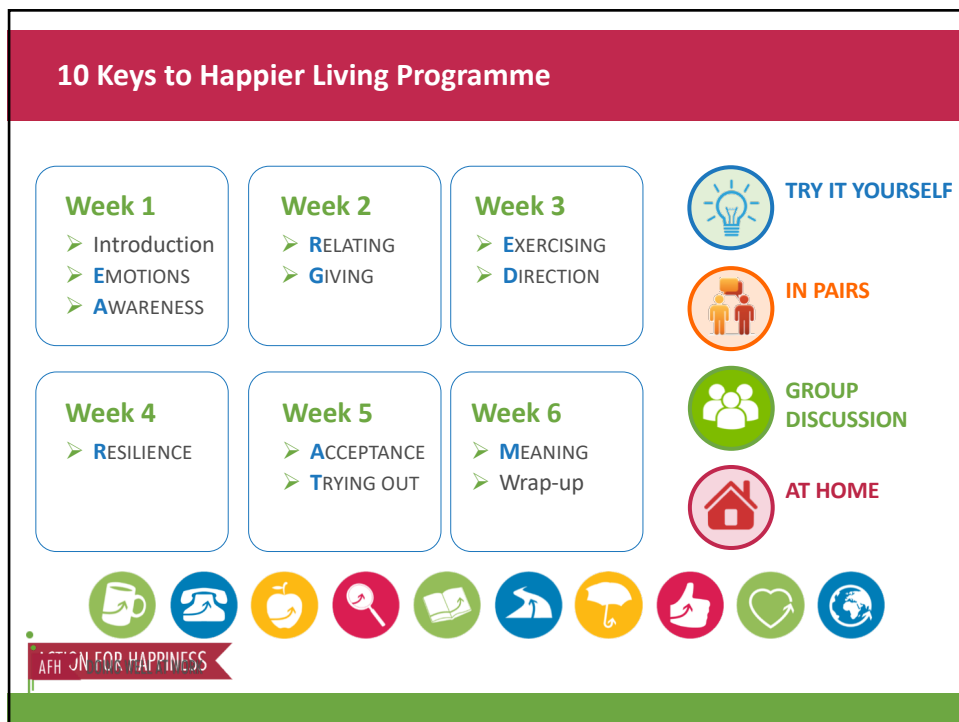
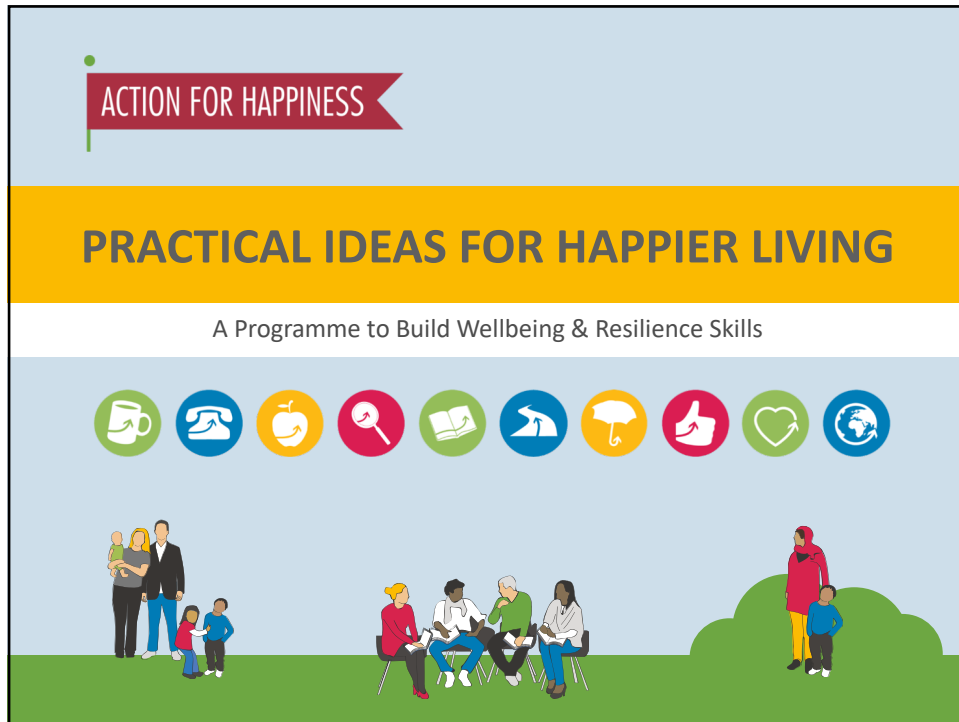
## Find out more...

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[www.actionforhappiness.org](http://www.actionforhappiness.org)



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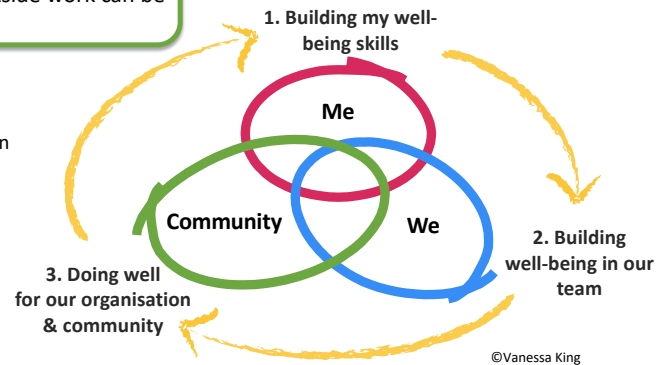


## Doing Well from the Inside Out® - The Programme for Managers

- Our well-being is inter-connected
- Managers are pivotal
- Lives inside and outside work can be challenging

### Design Principles:

- Evidence-based
- Focus on what's within peoples' control
- Interactive
- Practical
- 'Experimenting'
- Build networks & relationships



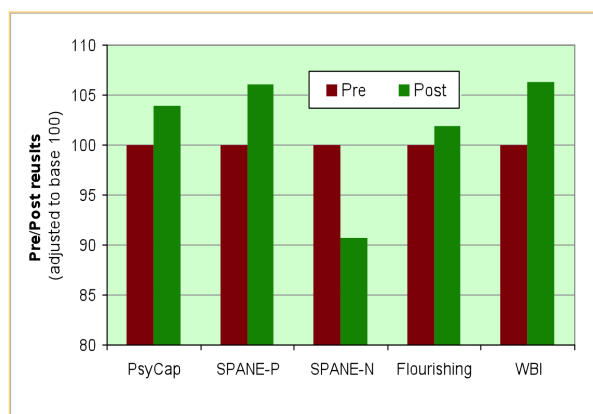
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## Pilot results - Psychometric evaluation

Three month follow-up of participants had a positive impact on all psychometric measures and engagement survey questions.

There was also a positive impact on their teams.



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