



THE UNIVERSITY OF
MELBOURNE

Key insights into building workplace wellbeing

Associate Professor Aaron Jarden

14th September 2018, Jakarta

Indonesian Positive Psychology Association (AP2I)





I/S
MAINT







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3. Сведения о наличии товаров

При мне и моем багаже есть товары и иные предметы, которые подлежат обязательному декларированию, и перемещение которых через таможенную границу Таджикистана осуществляется по разрешительным документам соответствующих компетентных органов.

3.1. Сумма национальной единицы валюты Таджикистана и иной наличной валюты, валютных ценностей, количество изделий из драгоценных металлов в любом виде состоянии. Да Нет

Наименование валюты, ценностей или изделий	Сумма / количество	
	цифрами	прописью

- | | | | | | |
|---|--------------------------|--------------------------|---|--------------------------|--------------------------|
| 3.2. Любое оружие, боеприпасы, взрывчатые вещества | <input type="checkbox"/> | <input type="checkbox"/> | 3.8. Объекты флоры и фауны, их составляющие и полученная из них продукция | <input type="checkbox"/> | <input type="checkbox"/> |
| | Да | Нет | | Да | Нет |
| 3.3. Наркотики психотропные вещества | <input type="checkbox"/> | <input type="checkbox"/> | 3.9. Высокочастотные радиозлектронные устройства и средства связи | <input type="checkbox"/> | <input type="checkbox"/> |
| | Да | Нет | | Да | Нет |
| 3.4. Предметы старины и искусства | <input type="checkbox"/> | <input type="checkbox"/> | 3.10. Товары, подлежащие таможенному обложению | <input type="checkbox"/> | <input type="checkbox"/> |
| | Да | Нет | | Да | Нет |
| 3.5. Печатные издания и прочие носители информации | <input type="checkbox"/> | <input type="checkbox"/> | 3.11. Временно ввозимые (вывозимые) товары | <input type="checkbox"/> | <input type="checkbox"/> |
| | Да | Нет | | Да | Нет |
| 3.6. Ядовитые и сильнодействующие вещества, лекарства | <input type="checkbox"/> | <input type="checkbox"/> | 3.12. Транспортные средства | <input type="checkbox"/> | <input type="checkbox"/> |
| | Да | Нет | | Да | Нет |
| 3.7. Радиоактивные материалы | <input type="checkbox"/> | <input type="checkbox"/> | | | |
| | Да | Нет | | | |

* Для таможенного контроля подробные ведомости о товарах, указанные в пунктах 3.2-3.12 (в случае их наличия), необходимо указать на оборотной стороне декларации в пункте 4

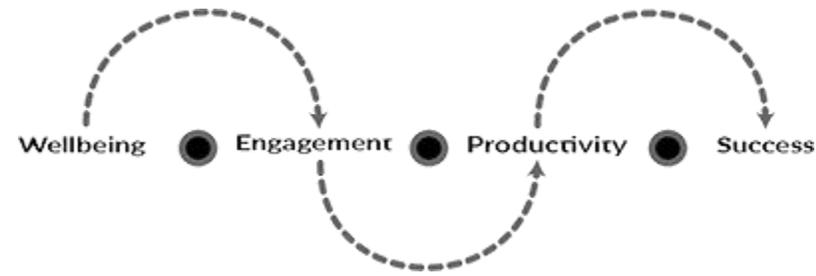
WarmUp

Warm up

Yes but party.



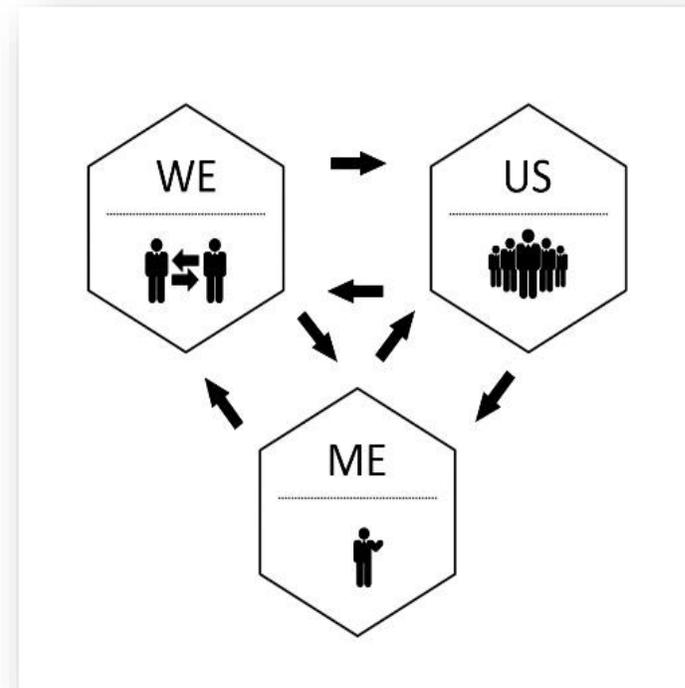
Outline



- Abstract: When it comes to designing, implementing, and embedding Wellbeing Programs that work and thrive, Associate Professor Aaron Jarden from the Centre for Positive Psychology at the University of Melbourne, is one of the world experts. With his extensive practical knowledge and experience in the field of Wellbeing Science, backed up by cutting-edge theory and research, in the workshop Aaron will take you through the **absolute essentials of setting up a Wellbeing Program** that is not only relevant and successful, but which stands the test of time to support a healthier, more positive, and engaged workforce. Wellbeing is increasingly regarded as one of the keys to stress management, greater resilience, enhanced problem-solving and creative abilities. Research indicates that the links go from improved employee wellbeing to better engagement in the workplace to a more productive organisation. So **how does one create a Wellbeing Program to facilitate capitalising on these links?** This workshop is designed for anyone interested or involved in the development, supply or management of Wellbeing in organisations; large, medium and small, and provides invaluable information for programs at any stage of development. Whether your program is already implemented, or is in the early-stages of design, you'll come away armed with **practical, innovative tools, ideas and solutions (e.g., digital tools) to help set up and run your Wellbeing Program** to its best potential.

Outline

- Section 1 – Background and context.
- Section 2 – The individual level (Me).
- Section 3 – The group level (We).
- Section 4 – The organisational level (Us) .





Your first tool: The Geelong three breaths exercise

- Breath One. Take a deep breath. Notice **your physical body** and any points of pain or tension. Breath out slowly and release any tension away.
- Breath Two. Take a deep breath. As you breathe out think about what you are grateful for right at this very moment. Say to yourself “**Right now I am grateful for...**”.
- Breath Three. Take a deep breath. As you breathe out think what intentional state you want to be in right now. Say to yourself “**My intention right now is to be** (kind, open minded, relaxed, critical, curious etc)...”.

Developed by Justin Robinson at Geelong Grammar.





Housekeeping

- Fire alarm or emergency...
- Cell phones and checking email – make yourself at home...
- Breaks – to the buzzer...
- Respect and confidentiality...





Aims and expectations



Aims.

- To have fun, relax, be creative, learn and share ideas and opportunities.
- To facilitate and empower participants to develop and implement their wellbeing programs and plans, or be more informed when purchasing them (it may not be about a program, but infusing practices and systems).
- To learn more about wellbeing science, positive psychological interventions, and positive organisational scholarship.
- To provide the opportunity for relaxed networking.

Aims and expectations

Expectations.

- Know stuff + do stuff (knowledge + experience).
- Add tools, methods, strategies to your toolkit. 
- **I don't expect to get through all this content** – can't really build a wellbeing program in three hours...
- I'm no expert in your wellbeing, your organisations wellbeing, and that wellbeing improvement is hard work – like losing weight. "Happiness is not a spectator sport".
- Realise that all change (even positive change) is hard and stressful.
- This is not therapy, and I'm not a practicing psychologist.





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Section 1 – Background and context





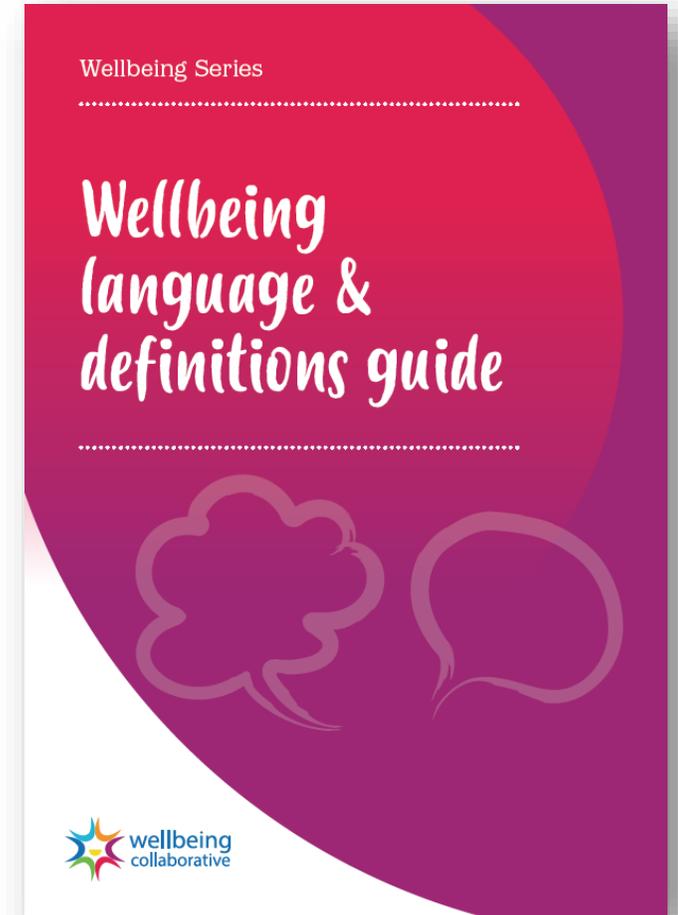
Section 1

Section 1.

- What is wellbeing, and how is wellbeing different to wellness?
- What is work wellbeing, and what are workplace wellbeing programs?
- An overview of the main models and frameworks for wellbeing.
- Why invest in wellbeing? Return on investment and the business case for wellbeing, including the resources and strategies you may need to convince decision makers.
- Results and key findings for businesses from international workplace wellbeing research.

Wellbeing

- What is wellbeing, and how is wellbeing different to wellness?
- Always good to get clear about **terms**...
- Mental health, mental illness, wellbeing, wellness, health.
 - Mental Health Commission of NSW. (2017). *Wellbeing language and definitions guide 2017*. Sydney, Mental Health Commission of NSW. 
- Some definitions emphasise **feeling good**, while others stress meaning, purpose or **functioning well**. Also **flourishing** (high levels of wellbeing).
- The terms **wellbeing**, **quality of life** and **happiness** are often used interchangeably...



Wellbeing

Key
wellbeing
term:

Wellbeing

Established definitions

Most definitions focus on the perspective of the individual:

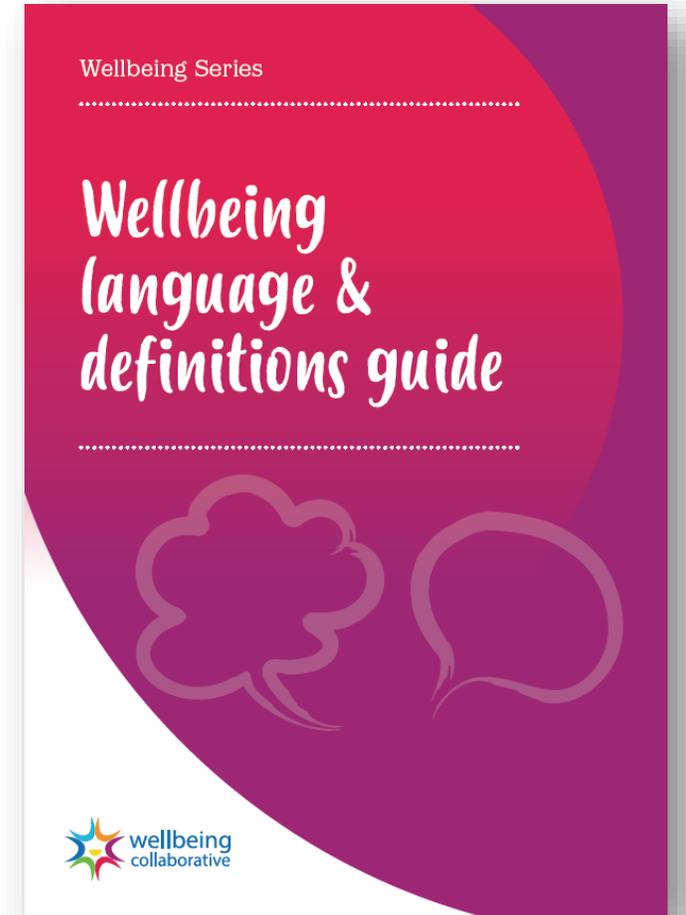
“Wellbeing can be understood as how people feel and how they function both on a personal and social level, and how they evaluate their lives as a whole.”³

How well someone’s life is going for them.⁴

The following are key constructs of research:

Wellbeing consists of the nurturing of one or more of five elements: positive emotion, engagement, relationships, meaning and accomplishment (abbreviated as the acronym PERMA). These elements are the best approximation of what humans pursue for their own sake.⁵

Eudaimonic wellbeing “focuses on meaning and self-realisation and defines wellbeing in terms of the degree to which a person is fully-functioning”. *Hedonic wellbeing* “focuses on happiness and defines wellbeing in terms of pleasure attainment and pain avoidance”.⁶





Wellbeing

Work wellbeing.

- Work wellbeing is about the wellbeing of workers (employees) in a work setting.
- Workplace wellbeing programs target the wellbeing of workers (although to be fair most are about “mental health”, which really means mental illness...).

Population-level definition:

Workplace wellbeing

Established definitions

The wellbeing of a group of workers in a work setting as often measured by worker-rated indicators such as organisational culture, civility, respect and workload management, and objective measures such as absenteeism, turnover and injuries.

Other terms and metaphors

Stress management Work health and safety

Psychological health and safety

Appendix D
Component categories and number of participant endorsements for the term “work wellbeing”

Component category allocated	Number of participant endorsements
Job satisfaction	17
Workload	14
Support	13
Work life balance	11
Professional communication	9
Professional development	8
Valued	6

What academics think vs. what people think...



Wellbeing

Work wellbeing.

- We are beginning to get some good research insights...

NZJHRM 2015: Vol 15(2) - Positive Psychology in the Workplace Special Issue

Appendix D: Items that explain the greatest amount of variance in flourishing scores

Table A4

The Five Items that Explain the Greatest Amount of Variance in Flourishing Scale Scores for Each Occupational Group.

Occupation	Factor	Beta	Sig.	95% CI
Manager	1. Meaning and Purpose	.253	.05	[1.50, 2.83]
	2. Self Esteem	.161	.05	[0.61, 1.87]
	3. Satisfied with intimate r'ships	.098	.05	[0.07, 0.42]
	4. Use of strengths	.095	.05	[0.19, 1.71]
	5. Resilience	.093	.05	[0.17, 1.02]
Professionals	1. Meaning and Purpose	.238	.05	[1.71, 2.63]
	2. Self Esteem	.185	.05	[1.03, 1.73]
	3. Satisfied with friends	.136	.05	[0.29, 0.67]
	4. Satisfied with work	.118	.05	[0.17, 0.58]
	5. Feeling respected	.100	.05	[0.34, 0.90]
Technician or Trade Worker	1. Meaning and Purpose	.175	.05	[0.78, 2.35]
	2. Self esteem	.158	.05	[0.57, 2.16]
	3. Subjective general health	.122	.05	[0.49, 1.84]
	4. Satisfied with family	.116	.05	[0.08, 0.71]
	5. Satisfied with friends	.106	.05	[0.03, 0.73]
Community or Personal	1. Meaning and Purpose	.259	.05	[1.56, 3.25]
	2. Self esteem	.229	.05	[1.02, 2.75]
Service Worker	3. Satisfied with leisure time	.188	.05	[0.22, 1.00]
	4. Satisfied with intimate r'ships	.160	.05	[0.16, 0.63]
	5. Give	.111	.05	[0.21, 1.59]
Clerical or Administrative	1. Meaning and purpose	.226	.05	[1.33, 2.46]
	2. Self esteem	.211	.05	[1.04, 2.08]

Recipes for Occupational Wellbeing

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NZJHRM 2015: Vol 15(2) - Positive Psychology in the Workplace Special Issue

Appendix D: Pathways to wellbeing

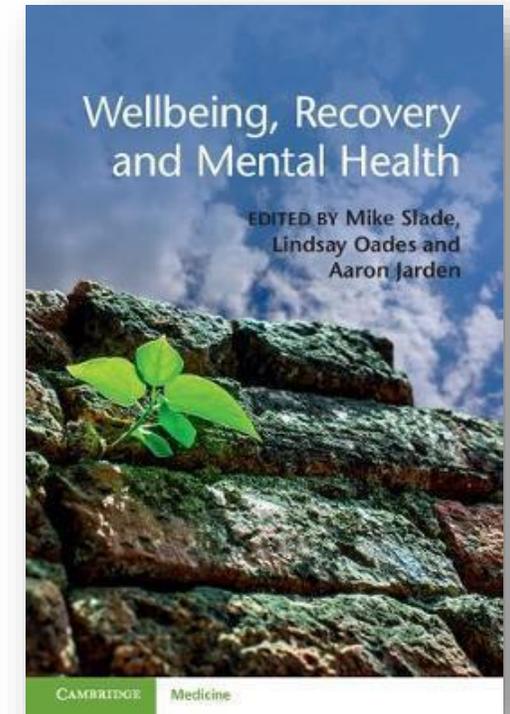
Table A2

Pathways to wellbeing

Pathway	% participants	Frequency
Physical activity/exercise	77.69	163
Nurturing relationships	72.31	201
Interests/hobbies/ cultural activities etc.	40.00	90
Eating healthily	34.62	58
Taking time for rest/relaxation	34.62	59
Preserving work-life separation	26.92	44
Getting good sleep	26.15	59
Holidays and weekends away	23.85	35
Strategies to reduce stress	17.69	43
Digital entertainment	16.15	24
A quiet drink/good wine	15.38	21
Being organized/planning	13.85	21
Walking	13.08	18
Practicing mindfulness/ being present	11.54	20
Time in nature/outdoors	10.77	17
Socialising	10.77	20
Pets/animals	10.00	14
Talking through issues	10.00	13
Using humour/having a laugh	8.46	17
Giving to others	6.92	12
Surround myself with positive /avoid negative people	7.69	4
Do things that make me happy/ that I enjoy	6.92	11
Time alone	6.15	8
Time management	6.15	18
Seek help/advice	6.15	7
Having fun	6.15	11
Feeling grateful	6.15	8
Practicing religion/spirituality	5.38	9
Shopping	5.38	7
DIY/doing jobs around the house	4.62	7

Conceptualizations of Wellbeing

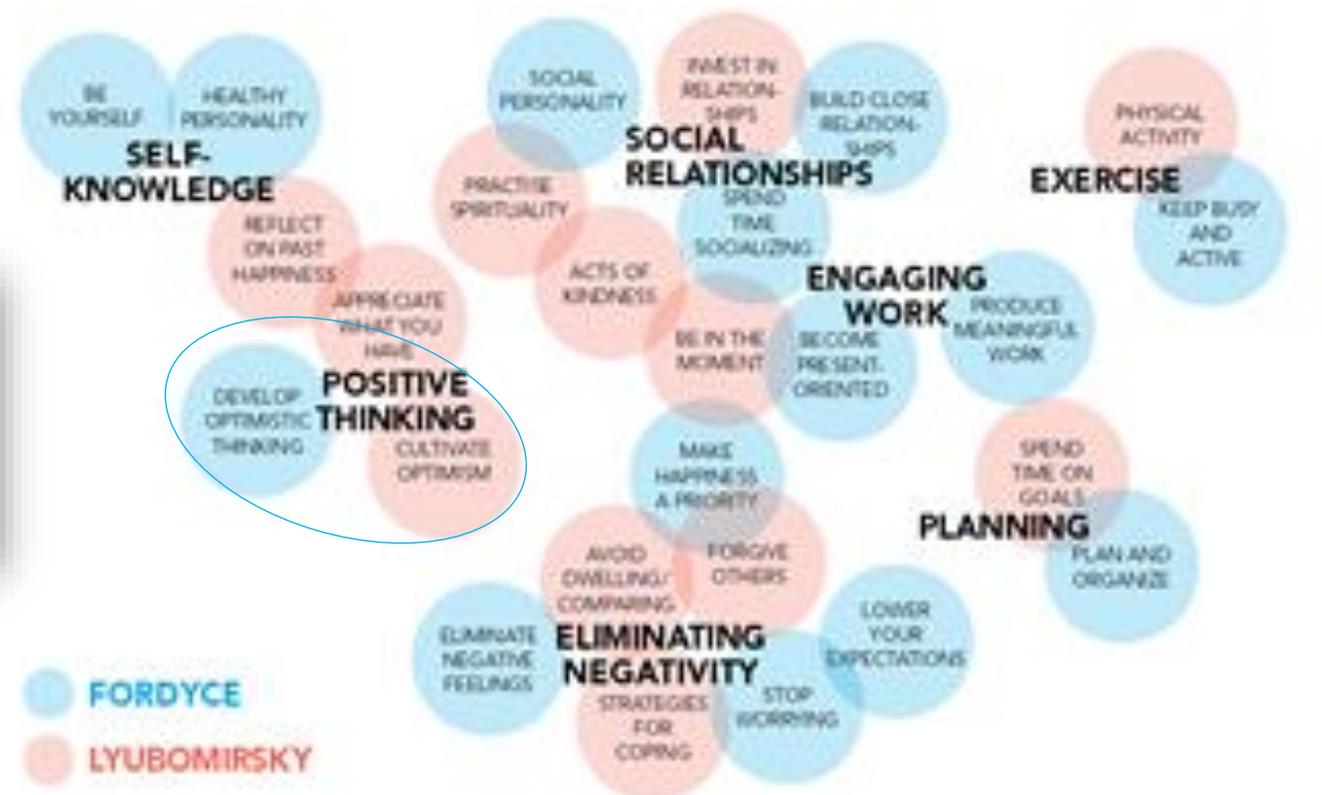
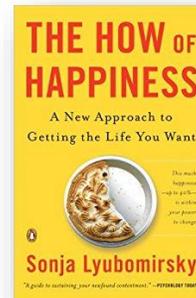
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Wellbeing

Fordyce lists 14 techniques as fundamentals:

- Keep busy and be more active.
- Spend more time socializing.
- Be productive at meaningful work.
- Get better organized and plan things out.
- Stop worrying.
- Lower your expectations and aspirations.
- Develop positive, optimistic thinking.
- Become present oriented.
- Work on a healthy personality.
- Develop an outgoing, social personality.
- Be yourself.
- Eliminate negative feelings and problems.
- Close relationships are the number one source of happiness.
- Put happiness as your most important priority.



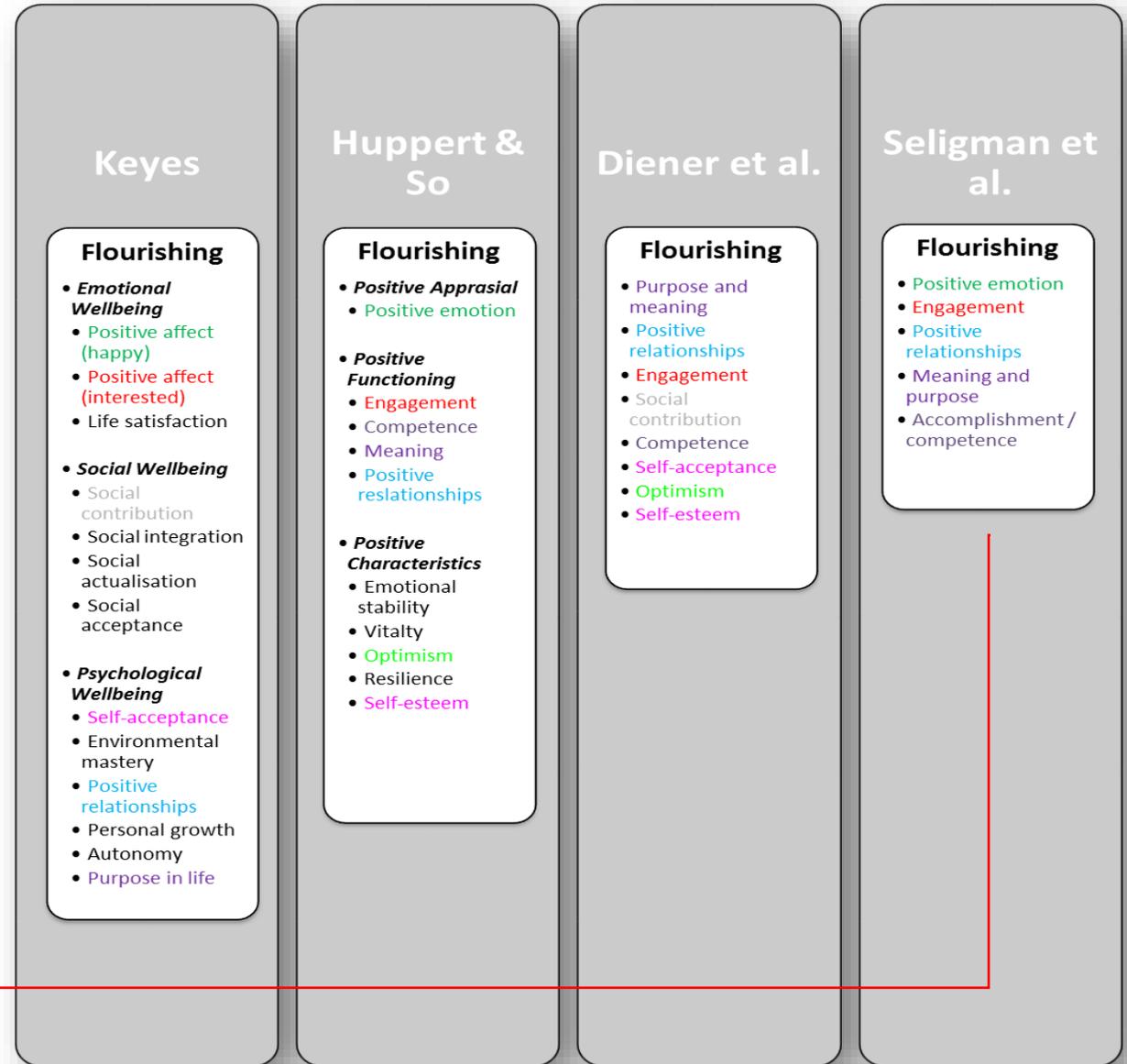


Wellbeing

Hone, L., Jarden, A., Schofield, G. M., & Duncan, S. (2014). Measuring flourishing: The impact of operational definitions on the prevalence of high levels of wellbeing. *International Journal of Wellbeing*, 4(1), 62-90. doi:10.5502/ijw.v4i1.1

Flourishing

- Positive emotion
- Engagement
- Positive relationships
- Meaning and purpose
- Accomplishment / competence



Wellbeing

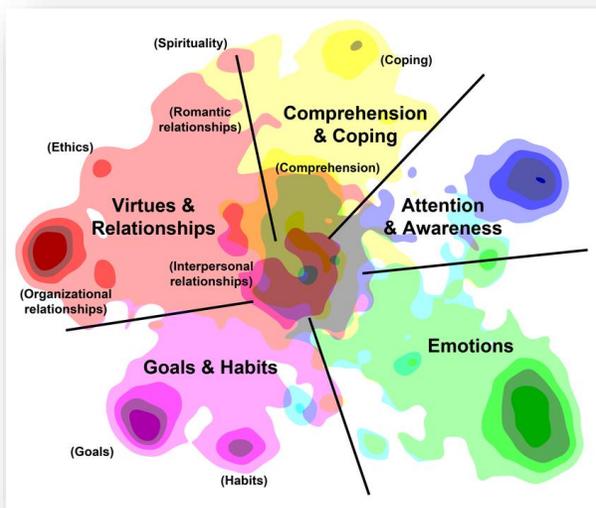
Frameworks and models.

- PERMA+ →
- 5 ways to wellbeing →
- Ten keys to happier living →
- 5 domains of functioning (Rusk and Waters) →

Positive Emotion
Engagement
Relationships
Meaning
Accomplishment



Optimism
Physical Activity
Nutrition
Sleep



Ten keys to happier living

GIVING	Do things for others
RELATING	Connect with people
EXERCISING	Take care of your body
APPRECIATING	Notice the world around
TRYING OUT	Keep learning new things
DIRECTION	Have goals to look forward to
RESILIENCE	Find ways to bounce back
EMOTION	Take a positive approach
ACCEPTANCE	Be comfortable with who you are
MEANING	Be part of something bigger



Five ways to wellbeing

Wellbeing

Pathways to wellbeing.

- Step 1: Pair up with a different partner, get a pen ready, as well as a blank A4 page...
- Step 2: Raise a hand in the air when you're ready... 
- Step 3: Without looking down at your blank page, and **ONLY** looking at your partner's face, you have 1 minute to draw a portrait of your partner, starting on the bell!
- Step 4: After the bell, when finished, sign your name, date it, and swap pictures with your partner...
- Also known as the “Five ways to wellbeing”.



Five ways to
wellbeing



Wellbeing

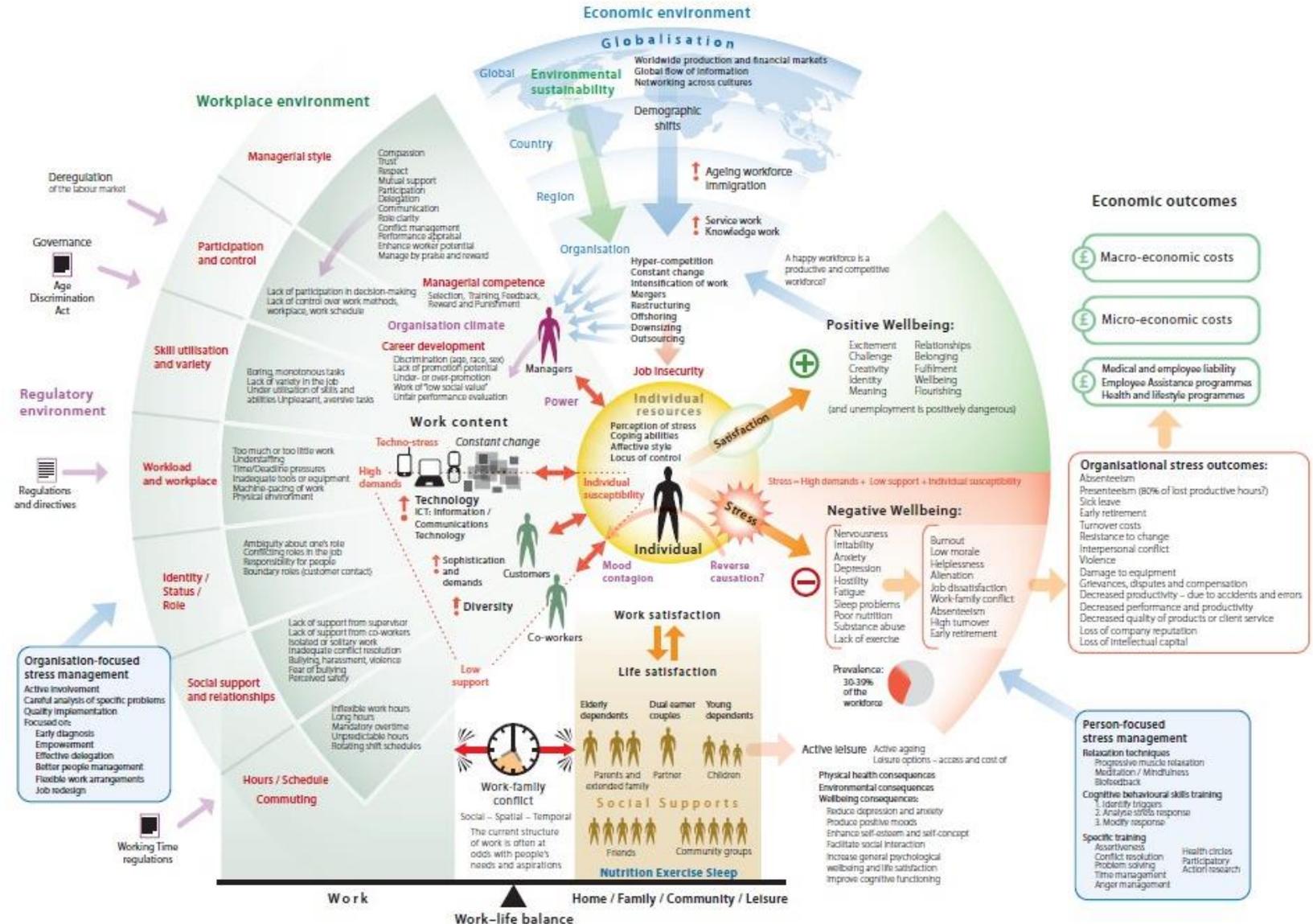
Pathways to wellbeing.

- **Connect** – Make connections with friends, family, colleagues and neighbours. When you build these connections they help enrich your life with new experiences and opportunities.
- **Be Active** – Get moving. Walk, skip, run, dance – move your muscles. Exercise not only makes you feel good, it keeps you healthy. Pick a physical activity that you enjoy.
- **Take Notice** – Be mindful. Be curious. Like a child, see the wonder and beauty of the world. Notice the things around you – the weather, the landscape, the mood and feelings of the people around you. In noticing you learn to appreciate the things that matter.
- **Keep Learning** – We never stop learning. Keep trying something new – a new course you’ve been wanting to do or a more challenging task at work. Challenges keep us on our toes and increase our confidence and excitement in our day.
- **Give** – Be generous with your time, your knowledge and your talents, giving to friends, family and even strangers. Be thankful, smile at people, and volunteer. Sharing to a wider audience gives you a greater reward than just doing things for yourself.

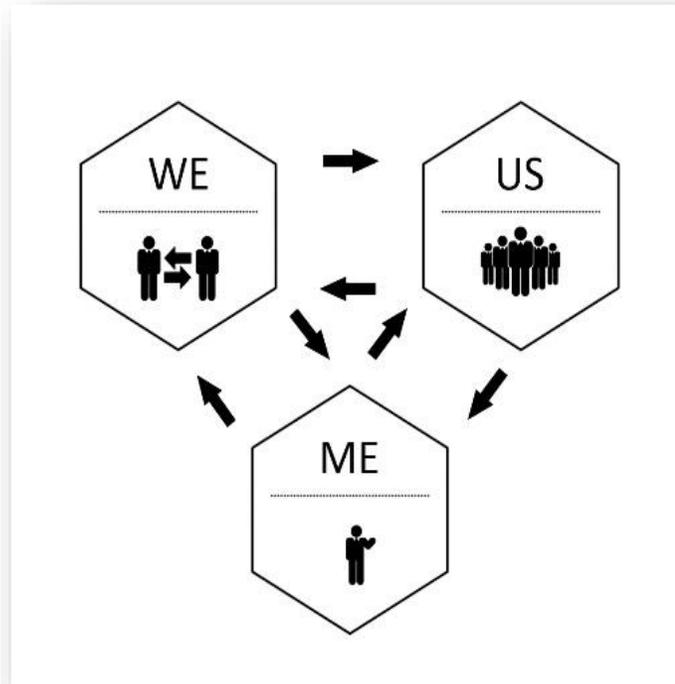
Wellbeing

Work wellbeing.

Wellbeing at work – conceptual overview



Me, We, Us.



Jarden, A., & Jarden, R. (2016). Positive psychological assessment for the workplace. In L. Oades et al. (Eds.), *The Wiley-Blackwell Handbook of Positive Psychology at Work*, pp. 415-437. Published Online: 19 Nov 2016: DOI: 10.1002/9781118977620.ch22

- Embedding change must be holistic and systemic. All organizations are complex and dynamic systems, not simple and linear.



Wellbeing

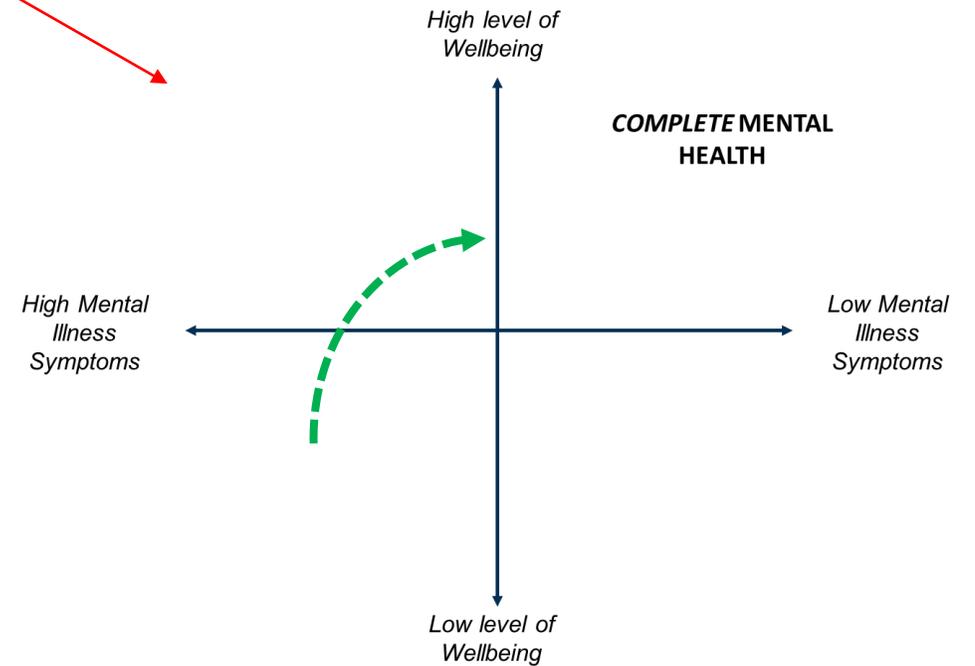
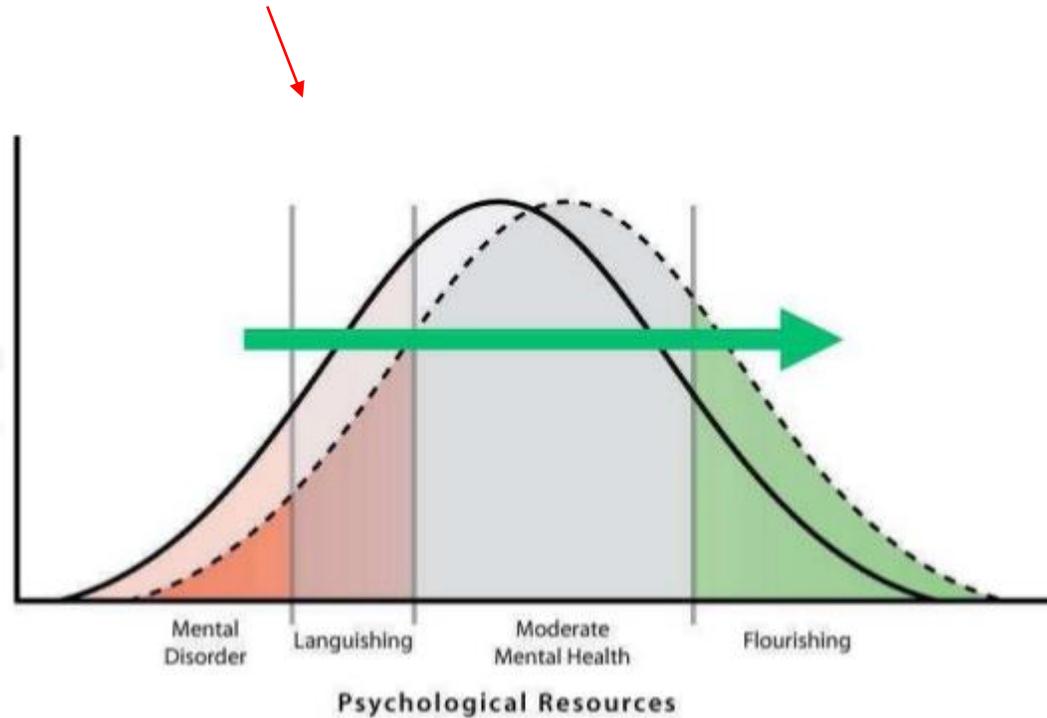
- But really it's about scientifically informed processes; not just content.
- LIMBER Framework.

Lead → Initiate → Measure → Build → Embed → Research

- Most only build... And even then, a lot of the time this is pretty hit and miss and token...

Wellbeing

- Old (current) perspective vs. what the data show



(Keyes, 2005)



Wellbeing

Why invest in wellbeing?

- Return on investment and the business case for Wellbeing, including the resources and strategies you may need to convince decision makers.
 - Kavanagh, E., & Jarden, A. (September, 2017). *The business case for organisational wellbeing: Literature review*, (pp. 1-7). Wellbeing and Resilience Centre, South Australian Health and Medical Research Institute, Adelaide, Australia.
- PricewaterhouseCoopers report that every organisational dollar invested into organisational mental health and wellbeing provides a return of approximately \$2.30 – that is, for every dollar spent on successfully implementing an appropriate action towards creating a mentally healthy workplace, there is an **average of \$2.30 in benefits gained** by the organisation (PwC, 2014).
- As a rough guide, the most solid research on this issue related to wellbeing reports a **range between two to nine dollars** in return for every wellbeing dollar spent, with the **average being about a 4-to-1 return**. This return is largely through cost savings, improved productivity, and enhanced customer service.



Wellbeing



Why invest in wellbeing?

- Individual benefits:
 - Employees with high wellbeing display more energy at work, provide better customer service, play more effective roles in teams, are more creative, and are open to innovation, ideas and change (Lyubomirsky et al., 2005).
- Organisational benefits:
 - Organisations with high wellbeing out compete their competitors, attract top talent, make more money than organisations with low wellbeing, and do better on the stock market than organisations without satisfied employees (Edmans, 2011).
- Productivity:
 - A difference in productivity between high and low wellbeing employees can be as much as 30% (Page & Vella-Brodrick, 2009; Right Management, 2009). Furthermore, Oswald, Proto, and Sgroi (2009) reported a 12% increase in performance and productivity when an intervention to increase subjective wellbeing was used.
- Reduce costs and manage risks:
 - Increasing employee wellbeing can reduce the cost of sick leave by 19% (Bertera, 1990).

Wellbeing

Work wellbeing research.

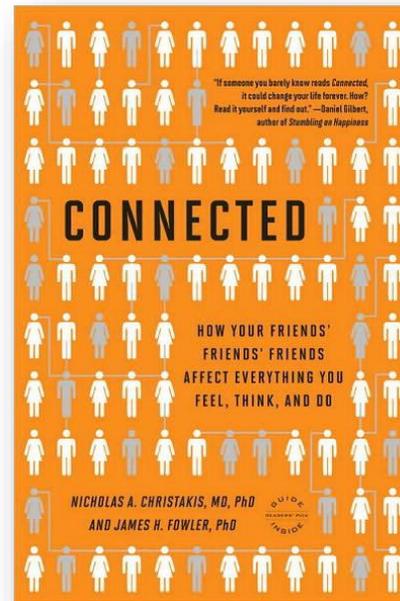
- Employees overall are **unhappy**; in western countries half of employee's report being unhappy at work (Mercer, 2011).
- In Australia, as few as 1,500 organizations (3.6% of the total workforce) **provide** formal, structured workplace health and wellbeing programmes (HAPIA, 2009).
- Very few workplace **measure** wellbeing, and when it does happen, this assessment is typically superficial.
- McCarthy, Almeida, and Ahrens (2011) reported that 46% of organizations implementing workplace wellbeing programs (in a sample of 319 HR professionals) did not **evaluate** their programs.
- This is either a shocking picture or a picture of opportunity...





Wellbeing

- Especially if wellbeing spreads through social networks:
 - By about 15%.
 - To 3 degrees of separation.





Wellbeing

Insights.

- What are two key insights from Section 1?

- 1 _____
- 2 _____



Section 2 - Me





Section 2

Section 2.

- Key strategies and skills to include at the employee level:
 - Character strengths.
 - Gratitude.
 - Stress management techniques.
- Useful explanatory framework – links between thoughts, feelings, and behaviours.
- Encouraging individuals to take care of their own personal wellbeing and the tools to proactively arm them with.
- Engaging hard to reach staff in your wellbeing program development and implementation.
- Employee wellbeing across a multi-generational (including ageing), multicultural workforce.

The Geelong three breaths exercise

- Breath One. Take a deep breath. Notice **your physical body** and any points of pain or tension. Breath out slowly and release any tension away.
- Breath Two. Take a deep breath. As you breathe out think about what you are grateful for right at this very moment. Say to yourself “**Right now I am grateful for...**”.
- Breath Three. Take a deep breath. As you breathe out think what intentional state you want to be in right now. Say to yourself “**My intention right now is to be** (kind, open minded, relaxed, critical, curious etc)...”.

Developed by Justin Robinson at Geelong Grammar.



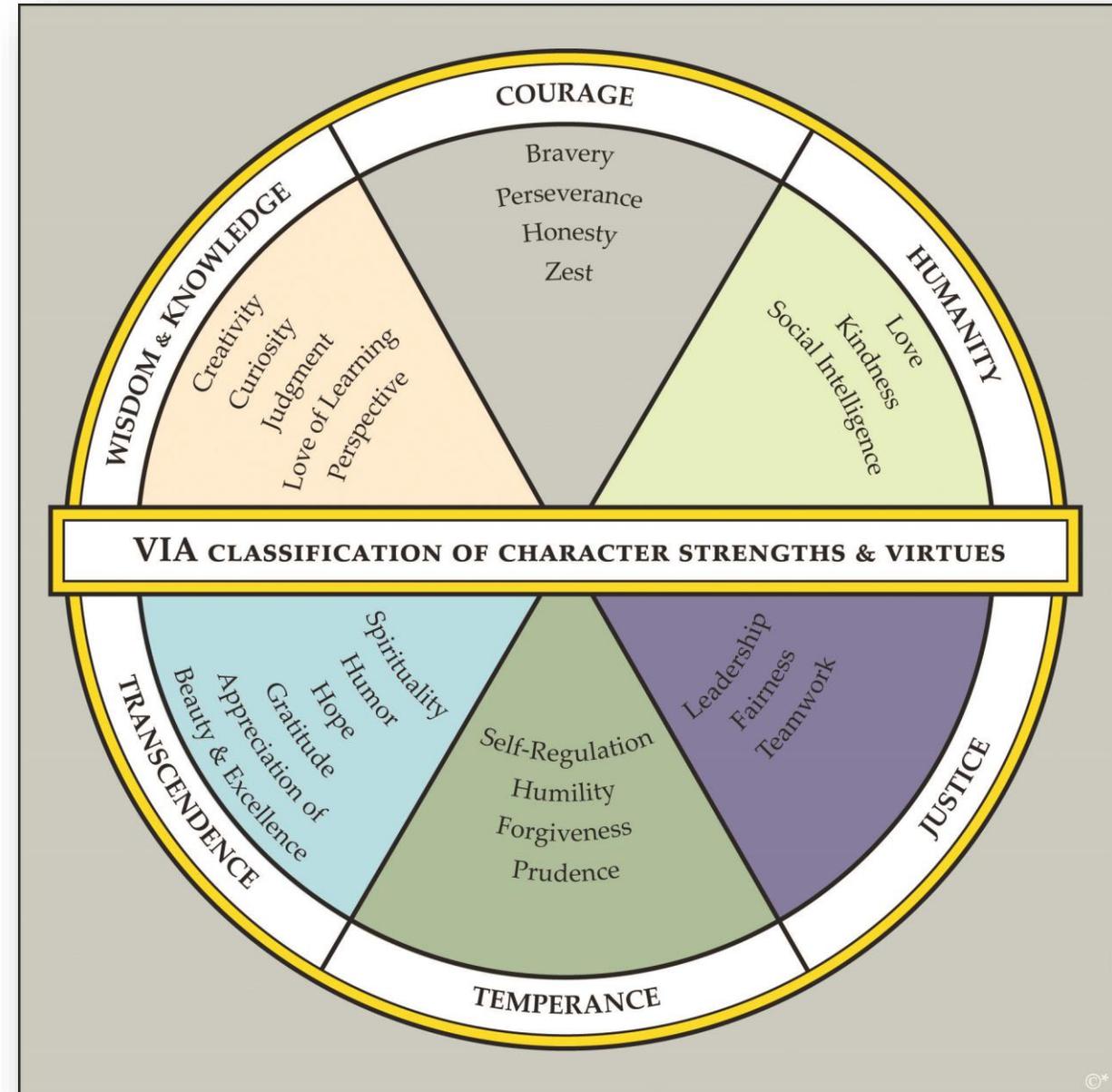


Me

- Key strategies and skills to include at the employee level:
 - **Character strengths (more depth).**
 - Growth mindsets (less depth).
 - Stress management techniques (less depth).

Strengths.

- What are strengths?
- Often we are excellent at knowing and naming our **weaknesses** (e.g., procrastination or spelling) but know little about our **strengths** (e.g., curiosity, kindness, or bravery).
- Personal strengths are defined as a *“natural capacity for behaving, thinking, or feeling in a way that allows optimal functioning and performance in the pursuit of valued outcomes”*.
- Another one is: *“strengths are the things we are good at AND that energise us. This is the first mistake people make, because traditionally we have thought that strengths are simply the things we are good at”*.





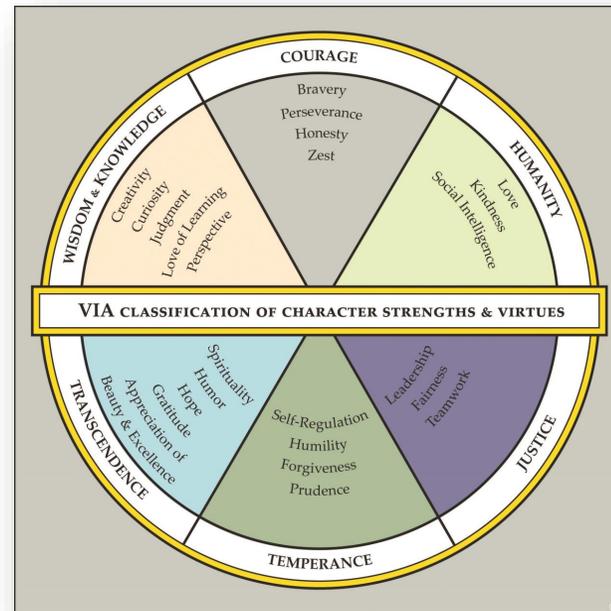
Me

Benefits of strengths use.

- Strengths use is related to a number of beneficial outcomes for individuals and organisations, including:
 - Greater wellbeing.
 - Higher levels of energy or vitality.
 - Less depression and stress.
 - Greater achievement, and more likely to achieve goals.
 - Greater authenticity (i.e., the sense that I am being myself, rather than living a life that isn't mine).
 - More positive emotions, which leads to a broadened mindset and building of resources.
 - Greater resilience and the ability to deal with the after-effects of negative events.

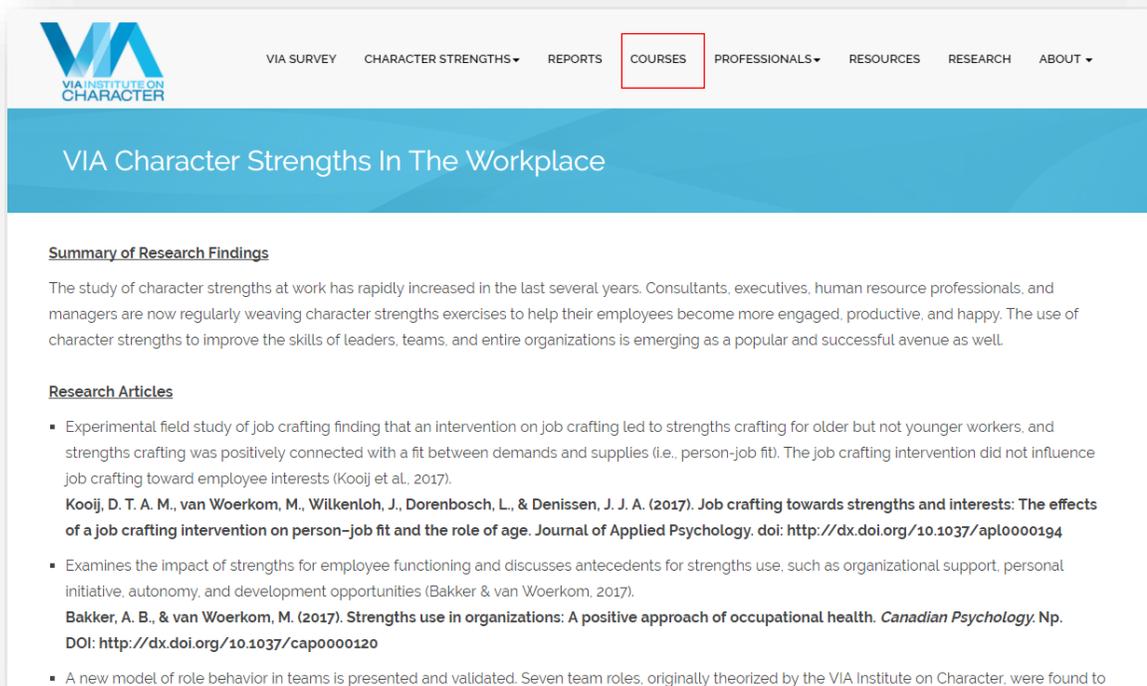
Prevalence of strengths.

- Most common = kindness, farness, honesty, gratitude, judgment.
- Least common = prudence, modesty, self-regulation.
- In relation to [wellbeing](#): curiosity, gratitude, hope, love, and zest related to life satisfaction.



Measurement of strengths.

- VIA: This is a 120 question survey and takes on average about 20 minutes to identify your top strengths.
- <https://www.viacharacter.org/www/Research/VIA-Character-Strengths-in-the-Workplace>



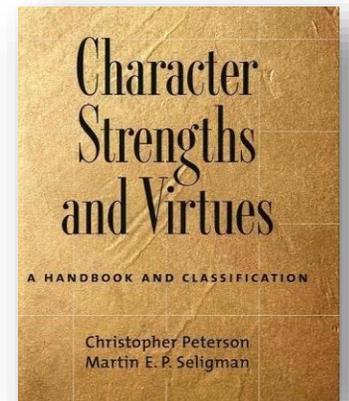
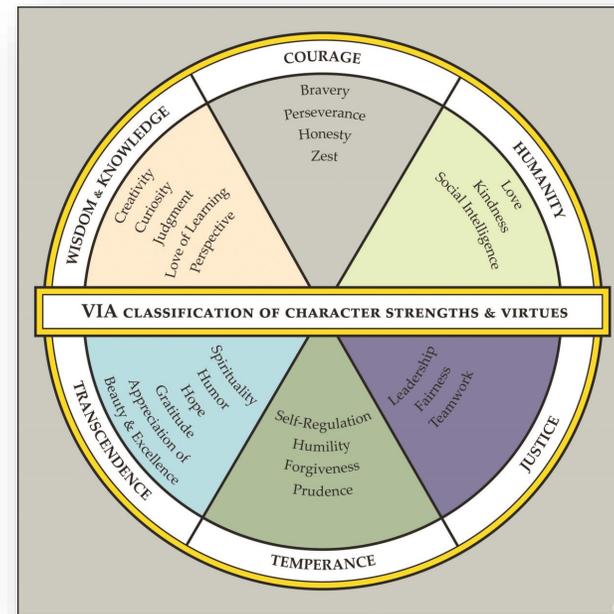
The screenshot shows the website for the VIA Institute on Character. The navigation menu includes: VIA SURVEY, CHARACTER STRENGTHS, REPORTS, COURSES (highlighted with a red box), PROFESSIONALS, RESOURCES, RESEARCH, and ABOUT. The main heading is "VIA Character Strengths In The Workplace".

Summary of Research Findings

The study of character strengths at work has rapidly increased in the last several years. Consultants, executives, human resource professionals, and managers are now regularly weaving character strengths exercises to help their employees become more engaged, productive, and happy. The use of character strengths to improve the skills of leaders, teams, and entire organizations is emerging as a popular and successful avenue as well.

Research Articles

- Experimental field study of job crafting finding that an intervention on job crafting led to strengths crafting for older but not younger workers, and strengths crafting was positively connected with a fit between demands and supplies (i.e., person-job fit). The job crafting intervention did not influence job crafting toward employee interests (Kooij et al. 2017).
Kooij, D. T. A. M., van Woerkom, M., Wilkenloh, J., Dorenbosch, L., & Denissen, J. J. A. (2017). Job crafting towards strengths and interests: The effects of a job crafting intervention on person-job fit and the role of age. *Journal of Applied Psychology*. doi: <http://dx.doi.org/10.1037/apl0000194>
- Examines the impact of strengths for employee functioning and discusses antecedents for strengths use, such as organizational support, personal initiative, autonomy, and development opportunities (Bakker & van Woerkom, 2017).
Bakker, A. B., & van Woerkom, M. (2017). Strengths use in organizations: A positive approach of occupational health. *Canadian Psychology*. Np. DOI: <http://dx.doi.org/10.1037/cap0000120>
- A new model of role behavior in teams is presented and validated. Seven team roles, originally theorized by the VIA Institute on Character, were found to



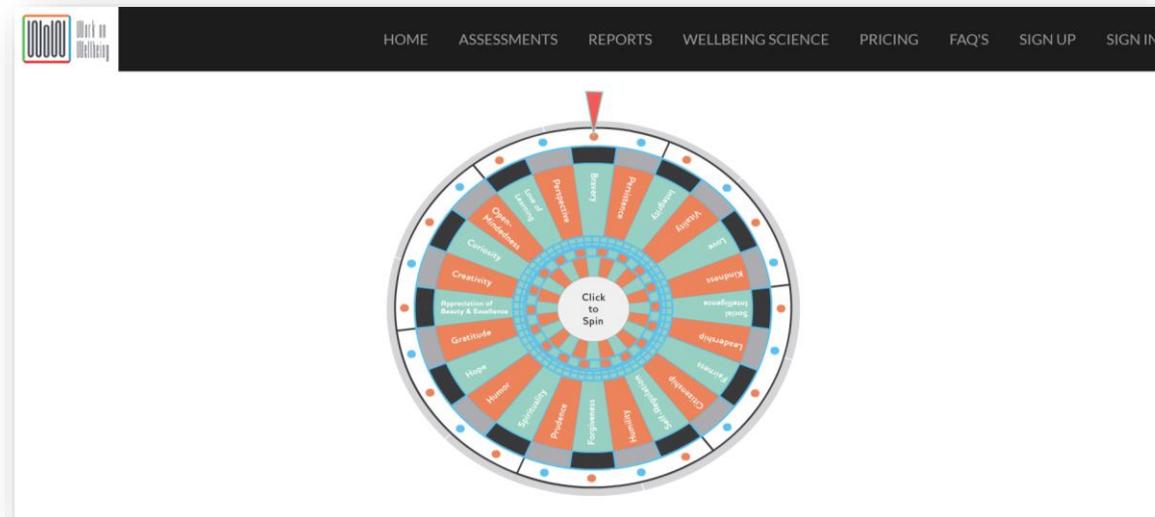
Me

- Now that you have identified some of your signature strengths, plan to **use them more** and in **new ways** over the coming week. Think about how you can use them in different areas of your life, and with the different people you come into contact with. The aim is to use the right strength, in the right amount, in the right situation...
- **Bonus challenge:** Focus on using the strengths of curiosity, hope and optimism, gratitude, zest and energy, and the capacity to love and be loved more. These strengths in particular have been linked to greater wellbeing.



Making strengths fun.

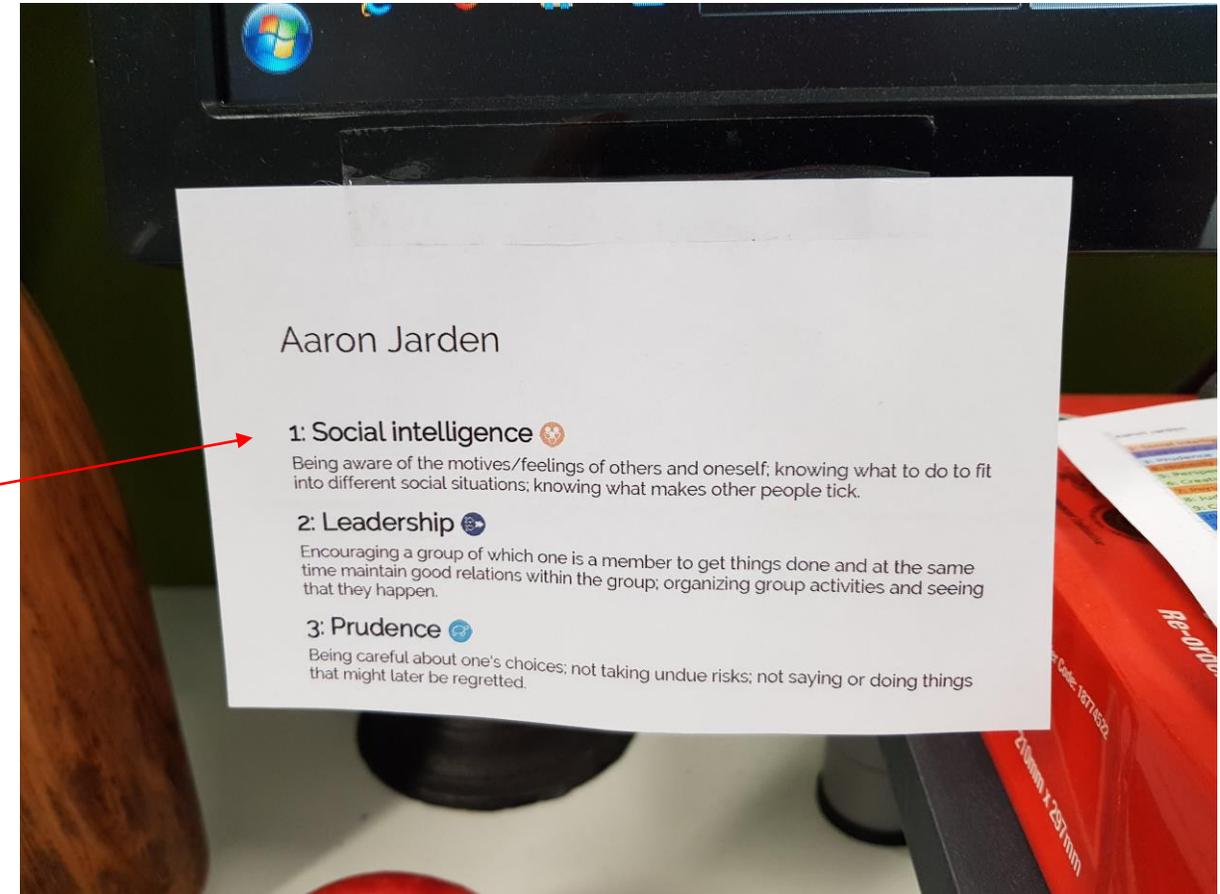
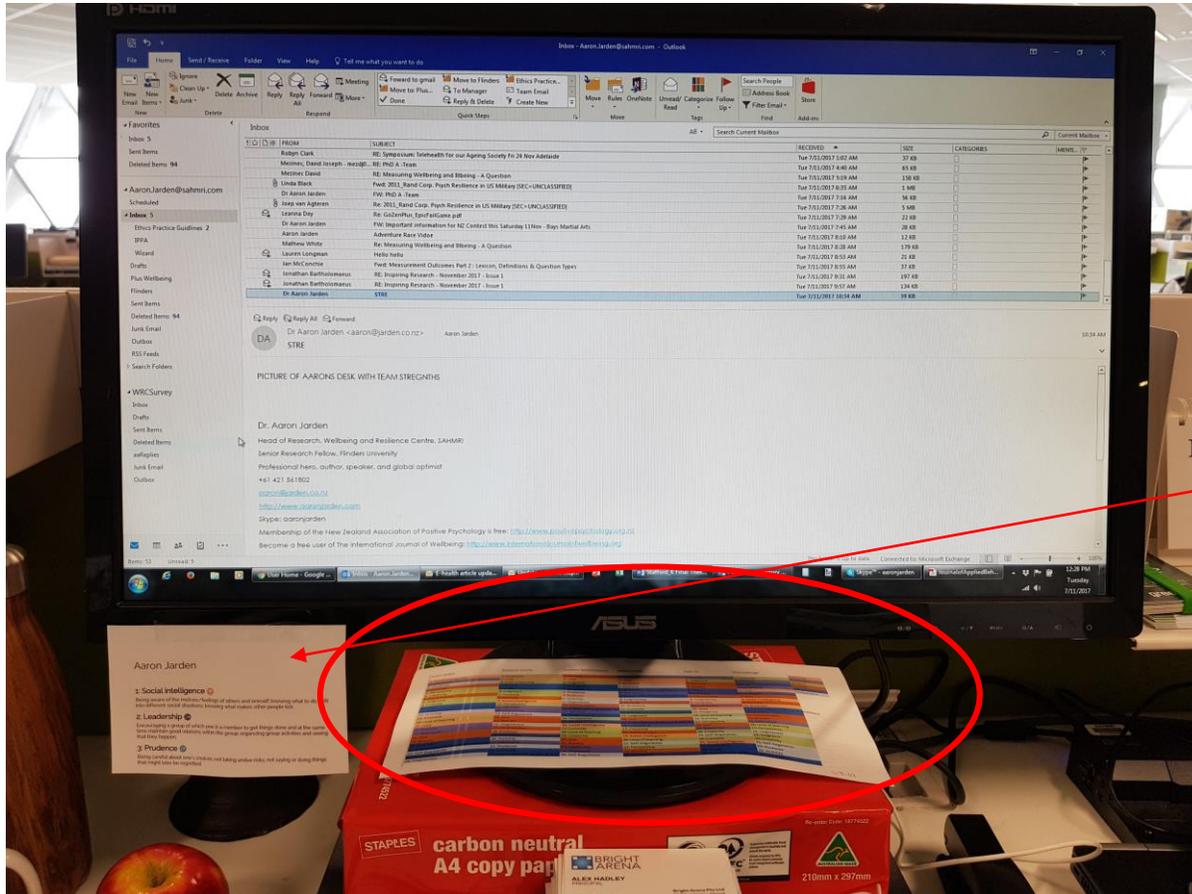
- Strengths lens.
- <https://www.workonwellbeing.com/strengths>
- *“Your task is to learn about that particular strength, and then as you go about your day, see if you can **apply that particular strength more**. For this exercise we want you to view your day through the lens of a new character strength each day”.*





Me

Team strengths.





Me

Team strengths.

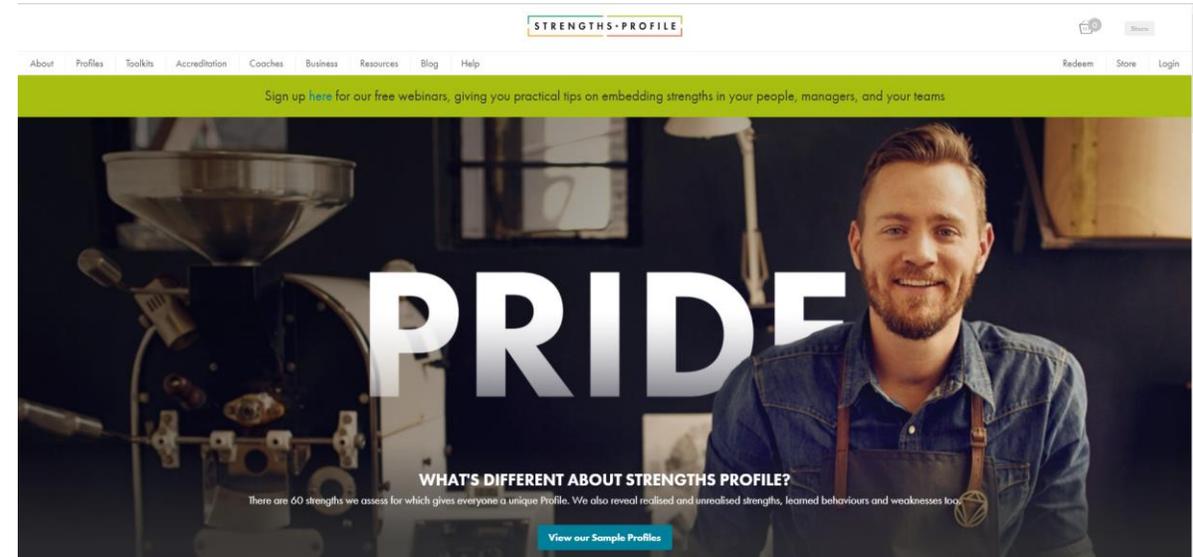
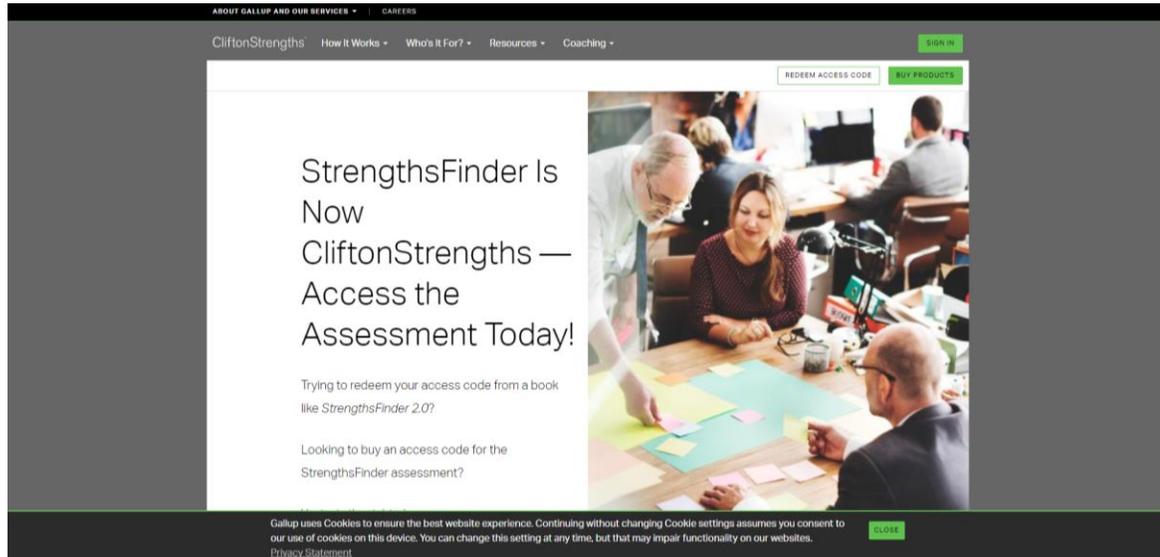
1							
2	Aaron Jarden						
3						Humanity	
4	1: Social intelligence	1: Creativity	1: Honesty	1: Fairness	1: Fairness	1: Curiosity	Citizenship
5	2: Leadership	2: Love	2: Love	2: Love	2: Judgment	2: Fairness	Wisdom
6	3: Prudence	3: Love of learning	3: Judgment	3: Kindness	3: Honesty	3: Hope	Courage
7	4: Honesty	4: Humor	4: Spirituality	4: Humility	4: Bravery	4: Leadership	Transcendence
8	5: Perspective	5: Hope	5: Gratitude	5: Gratitude	5: Hope	5: Love	Temperance
9	6: Creativity	6: Judgment	6: Prudence	6: Teamwork	6: Gratitude	6: Gratitude	
10	7: Perseverance	7: Curiosity	7: Kindness	7: Hope	7: Perseverance	7: Zest	
11	8: Judgment	8: Honesty	8: Humility	8: Forgiveness	8: Forgiveness	8: Social intelligence	
12	9: Curiosity	9: Social intelligence	9: Forgiveness	9: Honesty	9: Kindness	9: Honesty	
13	10: Hope	10: Perspective	10: Perseverance	10: Prudence	10: Leadership	10: Kindness	
14	11: Humor	11: Fairness	11: Appreciation of Beauty & Excellence	11: Curiosity	11: Love	11: Appreciation of Beauty & Excellence	
15	12: Humility	12: Leadership	12: Fairness	12: Humor	12: Prudence	12: Humor	
16	13: Kindness	13: Self-Regulation	13: Hope	13: Judgment	13: Love of learning	13: Perseverance	
17	14: Love of learning	14: Zest	14: Perspective	14: Zest	14: Humility	14: Bravery	
18	15: Love	15: Bravery	15: Humor	15: Appreciation of Beauty & Excellence	15: Perspective	15: Teamwork	
19	16: Fairness	16: Forgiveness	16: Social intelligence	16: Leadership	16: Zest	16: Love of learning	
20	17: Teamwork	17: Perseverance	17: Curiosity	17: Creativity	17: Teamwork	17: Perspective	
21	18: Zest	18: Kindness	18: Love of learning	18: Perseverance	18: Creativity	18: Forgiveness	
22	19: Bravery	19: Spirituality	19: Creativity	19: Social intelligence	19: Self-Regulation	19: Judgment	
23	20: Gratitude	20: Humility	20: Zest	20: Love of learning	20: Curiosity	20: Creativity	
24	21: Appreciation of Beauty & Excellence	21: Teamwork	21: Bravery	21: Self-Regulation	21: Social intelligence	21: Self-Regulation	
25	22: Self-Regulation	22: Prudence	22: Leadership	22: Perspective	22: Spirituality	22: Prudence	
26	23: Spirituality	23: Gratitude	23: Teamwork	23: Bravery	23: Humor	23: Humility	
27	24: Forgiveness	24: Appreciation of Beauty & Excellence	24: Self-Regulation	24: Spirituality	24: Appreciation of Beauty & Excellence	24: Spirituality	



Me

Other models.

- There are other strengths models to consider... All nice and shiny, definitely expensive...
- The Strengths Profiler: <https://www.strengthsprofile.com>
- StrengthsFinder: <https://www.gallupstrengthscenter.com>





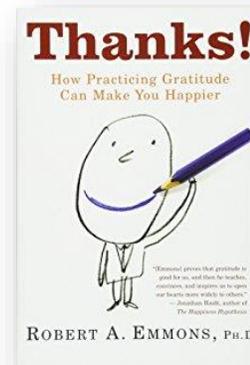
Me

- Key strategies and skills to include at the employee level:
 - Character strengths.
 - **Gratitude.**
 - Stress management techniques.

Gratitude

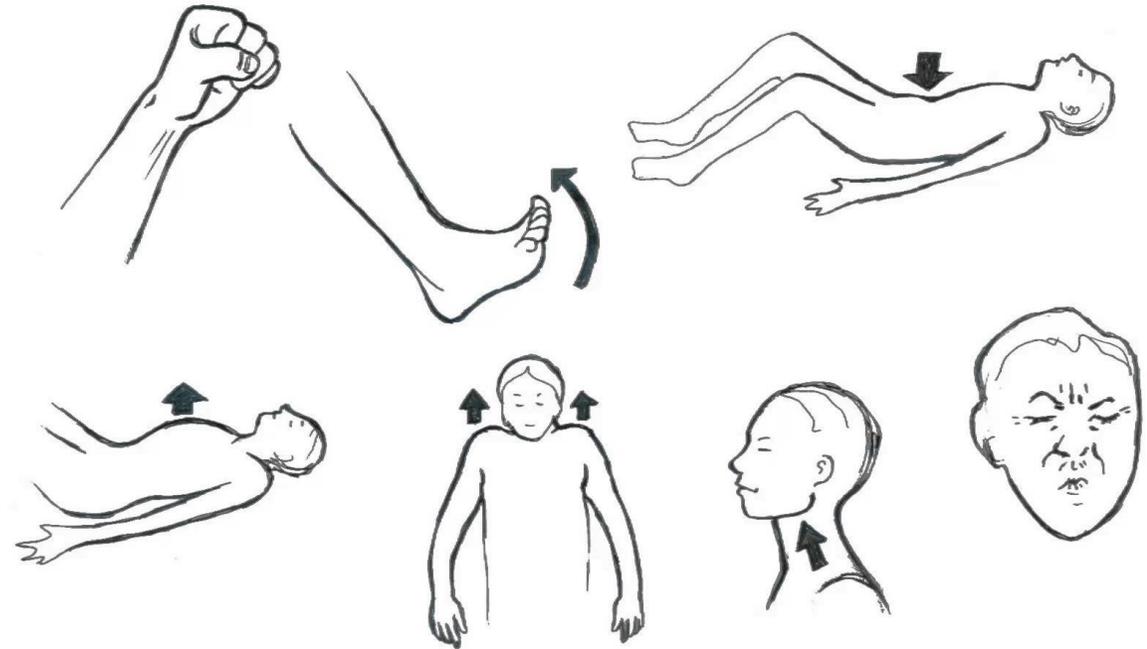
Gratitude.

- A lot of research on “three good things”.
 - Chopik, W. J., Newton, N. J., Ryan, L. H., Kashdan, T. B., **Jarden, A.** (2017). Gratitude across the life span: Age differences and links to subjective well-being . Journal of Positive Psychology.
- *“Your task is to take some regular time each day to **think of three things you are thankful for**. These can be big things, such as good health, supportive relationships, and career successes, or little things such as a perfect cup of coffee or hearing your favourite song on the radio. **Write down three things at the end of each day for a week**, and aim to write new items each time. The aim is for you to take the time to be thankful for aspects of your life that may go unnoticed”*.
- Gratitude letter (visit).



Stress management techniques.

- Reduce the bad, enable the good.
- Stress management techniques.
 - Progressive muscle relaxation.
 - Breathing exercises.
 - Meditations – guided imagery.
 - Mindfulness.
 - Yoga.
 - Exercise.
- There are lots, but do people use them?





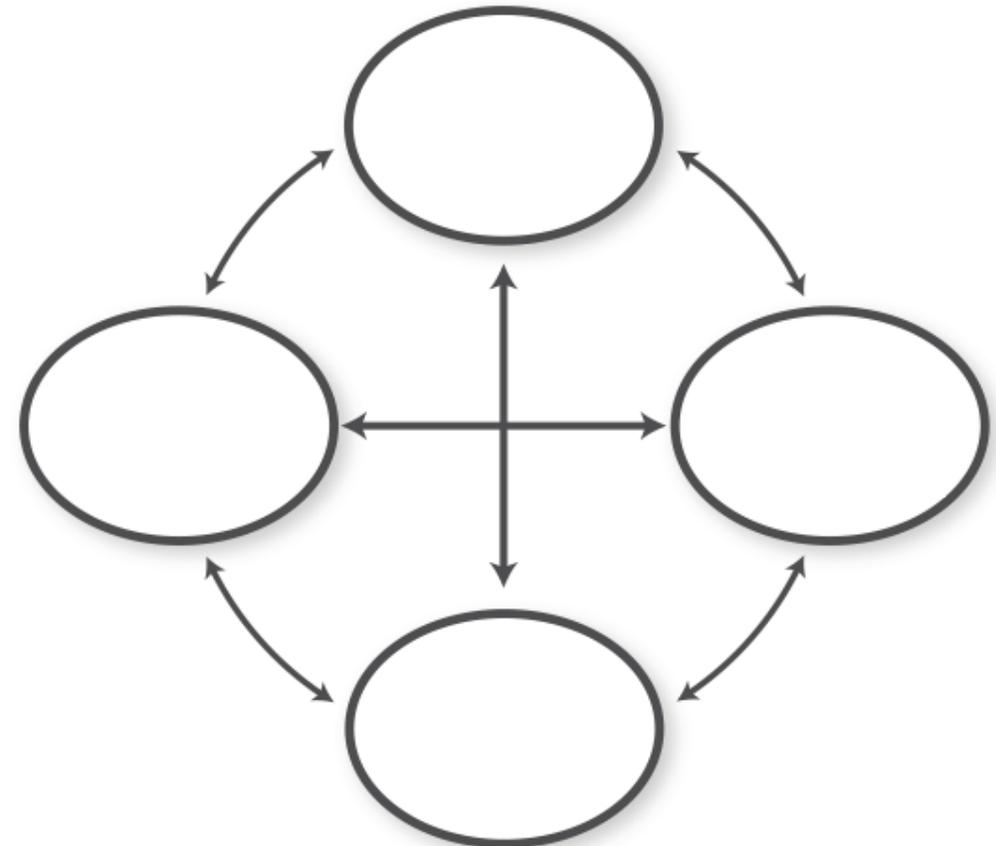
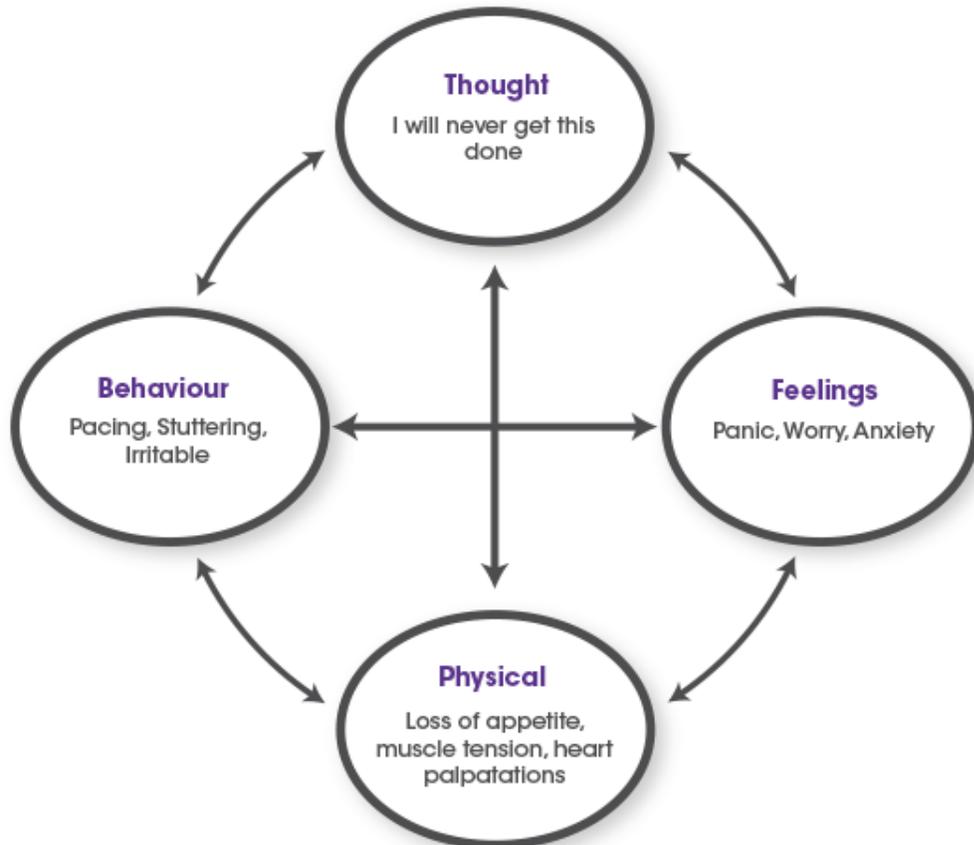
Me

Section 2.

- Key strategies and skills to include at the employee level:
 - Character strengths.
 - Gratitude.
 - Stress management techniques.
- **Useful explanatory framework – links between thoughts, feelings, and behaviours.**
- **Encouraging individuals to take care of their own personal wellbeing and the tools to proactively arm them with.**
- **Engaging hard to reach staff in your wellbeing program development and implementation.**
- **Employee wellbeing across a multi-generational (including ageing), multicultural workforce.**

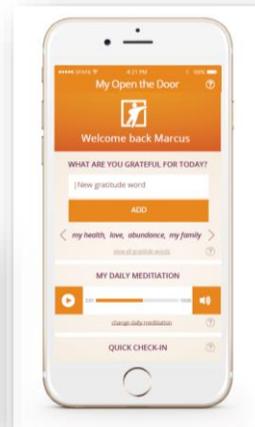
Me

- Useful explanatory framework – links between thoughts, feelings, and behaviours.
- The fundamental interconnectedness of all things holistic...



Encouraging individuals to take care of their own personal wellbeing and the tools to proactively arm them with.

- Lead by example – senior leadership work / life balance.
- Showcase examples of individuals thriving at work.
- “What does a good day at work look like?”
- Individuals use individual level assessment information (usually absent).
- Wellbeing and resilience programs.
- Wellness and mental illness programs.
- Online solutions: →



Engaging hard to reach staff in your wellbeing program development and implementation.

- Co-design & co-create.
- Empower others.
- Building your champions...
- Gamification and fun.
- Ask staff: “**What does a good day at work look like?**” – particular relevant for disengaged staff.



Employee wellbeing across a multi-generational (including ageing), multicultural workforce.

- Wellbeing is beneficial for all ages and cultures...
- There are not a lot of important differences... (except some cultures more social). It's more important to get the basics right than focus on the nuances...
- Relationships and meaning/purpose have the biggest impacts...





Me

Insights.

- What are two key insights from Section 2?

- 1 _____
- 2 _____



Break





Break





Section 3 – We

Aaron Jarden





Section 3

Section 3.

- Key strategies and skills to include at the employee level:
 - Job crafting.
 - Positive leadership.
 - High quality connections.
 - Positive communication (e.g., active constructive responding & techniques for challenging communication).

The Geelong three breaths exercise

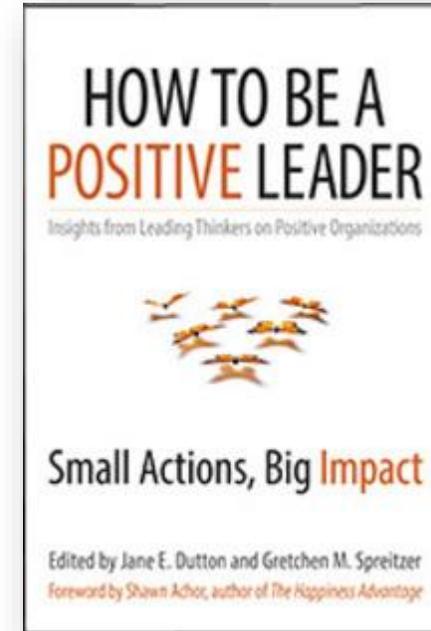
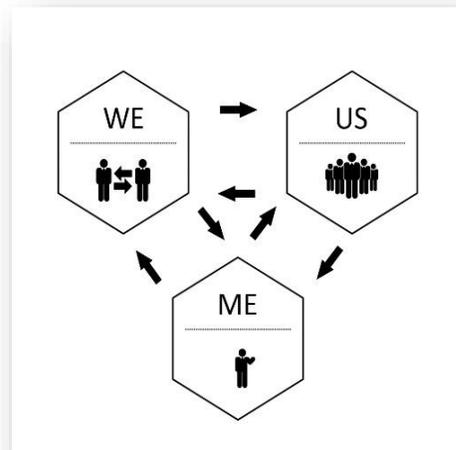
- Breath One. Take a deep breath. Notice **your physical body** and any points of pain or tension. Breath out slowly and release any tension away.
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- Breath Three. Take a deep breath. As you breathe out think what intentional state you want to be in right now. Say to yourself “**My intention right now is to be** (kind, open minded, relaxed, critical, curious etc)...”.

Developed by Justin Robinson at Geelong Grammar.



Relational level.

- You and your boss... (employees and managers).
 - Job crafting.
 - Positive leadership. →
- You and your team... (employees and colleagues).
 - High quality connections. →
 - Positive communication.





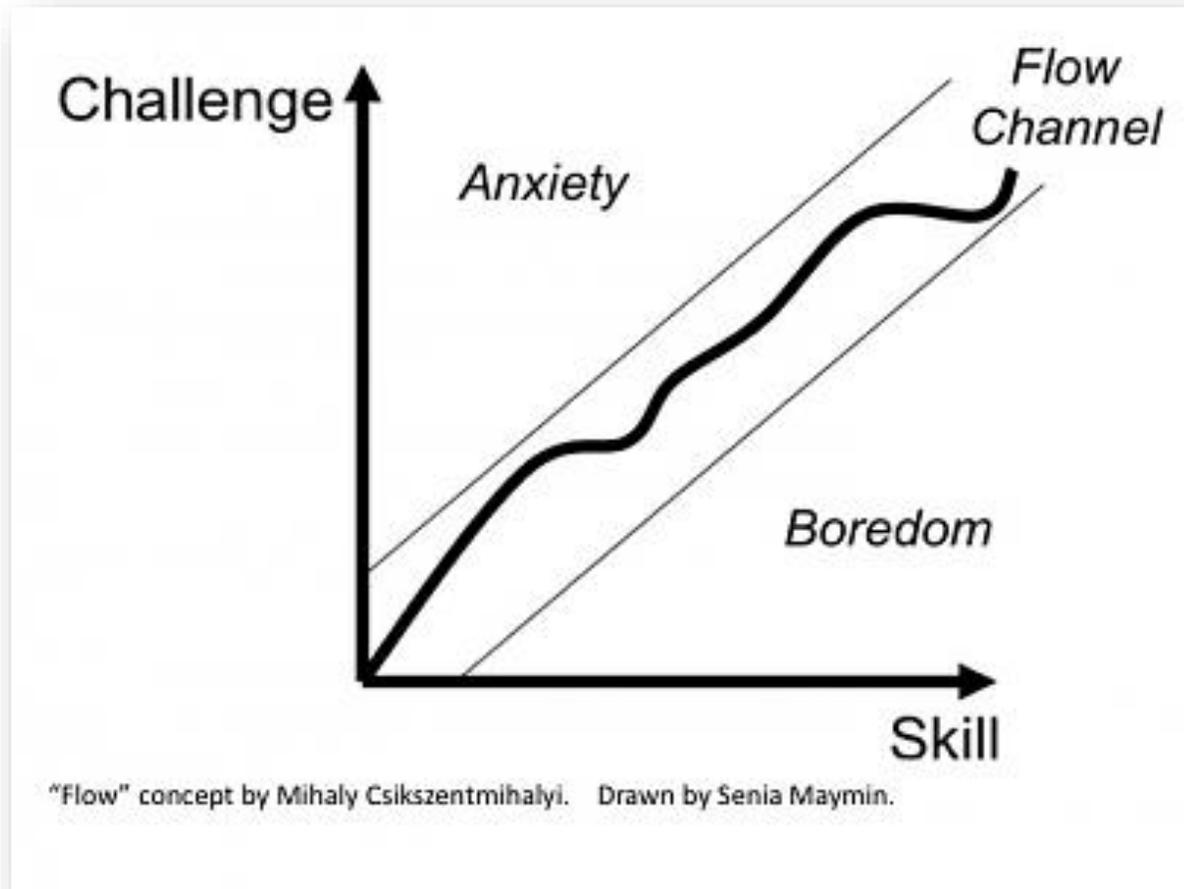
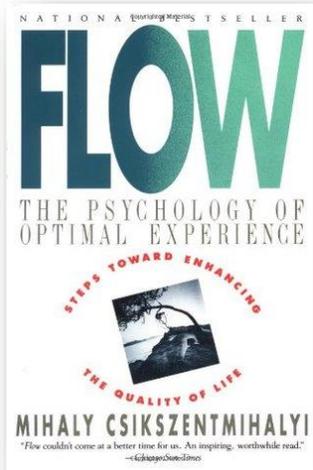
We

Job crafting.

- It's a bottom-up, employee led, approach about redesigning your job to better suit your values, strengths, and passions.
- Objective is a more optimal fit between you and your job, boosting your happiness and effectiveness at work.
- Connections go up, self-image goes up, sense of autonomy goes up (Self Determination Theory).
- Work with your manager:
 - What **tasks** can you change in your job? – add some, take some away?
 - What **relationships** can you change in your job?
 - Can you change the **perception** of your job and the tasks you do? – create meaning?
- Think about your values, strengths, and passions in your job specifically and the tasks you do. How can you change your tasks to better reflect your values, strengths, and passions?

Crafting for flow.

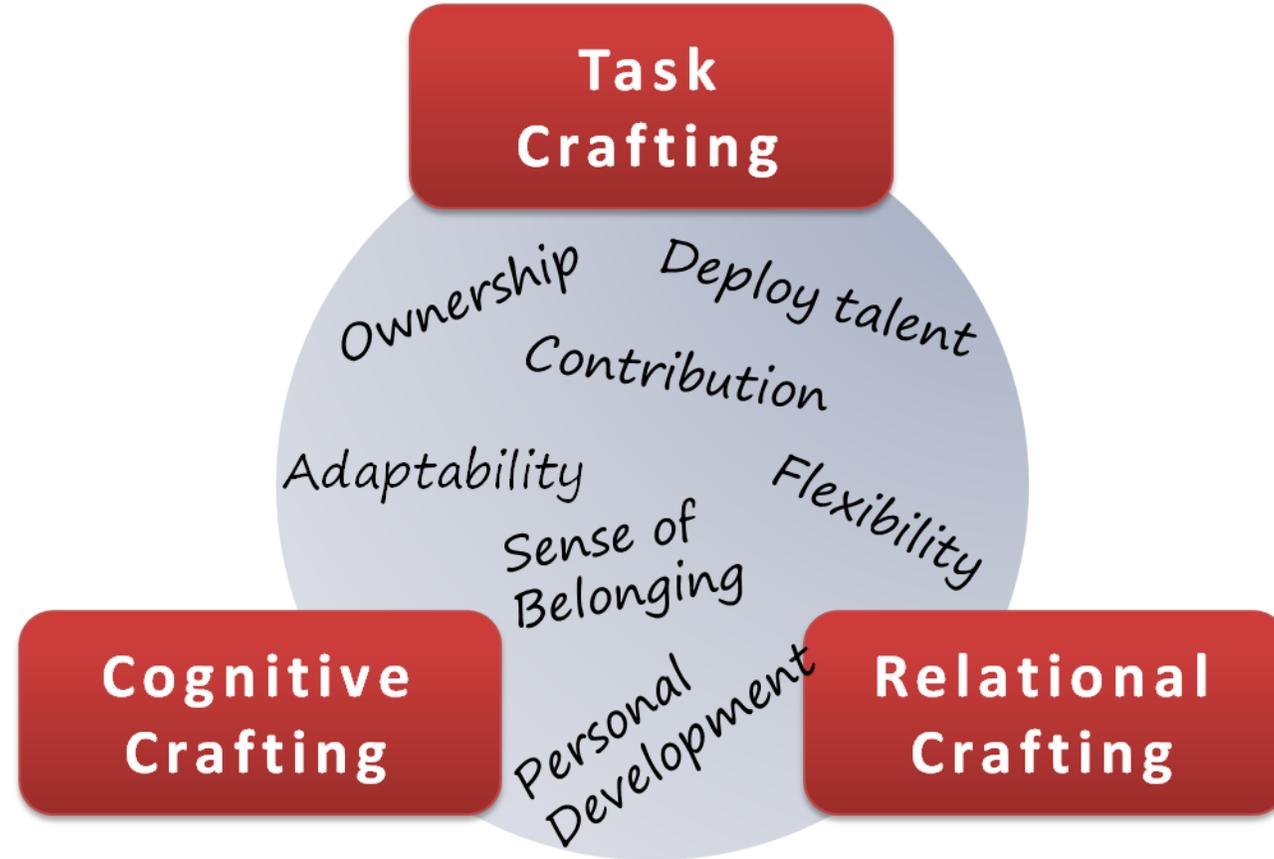
- Mihaly Csikszentmihalyi.



EMPLOYEES ALTERING THE SET OF RESPONSIBILITIES BY ADDING OR DROPPING TASKS; ALTERING THE NATURE OF TASKS; OR CHANGING HOW MUCH TIME, ENERGY, AND ATTENTION ARE ALLOCATED TO VARIOUS TASKS

Job crafting.

- Pair up, one person be a line manager and the other person initiate a conversation about job crafting during a performance appraisal.



EMPLOYEES CHANGING THE WAY THEY PERCEIVE THE TASKS AND RELATIONSHIPS THAT MAKE UP THEIR JOB. FROM 'PROCESSING TICKET ORDERS' TO 'CONTRIBUTING TO A NICE EVENING OUT FOR PEOPLE'

EMPLOYEES CHANGING HOW, WHEN AND WITH WHOM THEY INTERACT IN THE EXECUTION OF THEIR JOBS.



We

- <http://positiveorgs.bus.umich.edu/wp-content/uploads/What-is-Job-Crafting-and-Why-Does-it-Matter1.pdf>
- Also google Gavin Slemp: gavin.slemp@unimelb.edu.au

 **IJW**
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ROSS SCHOOL OF BUSINESS

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From the Center for
Positive Organizational Scholarship

THEORY-TO-PRACTICE BRIEFING

**What is Job Crafting
and Why Does It Matter?**

By

Justin M. Berg
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Jane E. Dutton
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Administration and Psychology

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Associate Professor of Organizational Behavior - Yale School of
Management

ABSTRACT

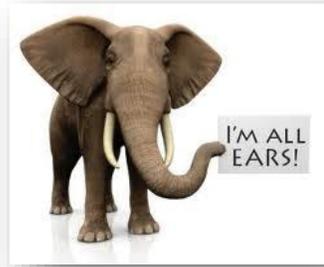
Job crafting captures the active changes employees make to their own job designs.

Positive leadership.

- Small actions can have a big impact. A “thank you” three times more powerful than a pay rise.
- A positive leader’s roll is to move people from a normal trajectory to an extraordinary trajectory. Be the best you can be...
- All great leaders have High Quality Connections (HQC’s).
- All align organisations purpose to the individual’s purposes...
- Have a vision which is – simple, idealistic, visual, long-term, challenging, realistic
- What is positive and good leadership – [exemplar stories](#)?
- Remember that every business is going through change, stress, high workload, with limited resources. The competitive advantage is employees who are positive, flexible, proactive, and can think.
- [Circle your top 3 leadership quotes...](#)

<i>Old way</i>	→	<i>New way</i>
Employees are our biggest risk		Employees are our biggest asset
Top-down communication		Open transparent communication
Skill over behaviour		Behaviour over skill
Manage time		Empower results
Set working schedule		Flexible working schedule
Friday’s rock		Doing meaningful work
Corporate jargon		Authenticity and honesty
Double standard		One standard
Fear of failure		Fail fast, often
Value for shareholders		Value for all stakeholders





High quality connections.

- When was the last interaction at work that “lit you up” – that was a HQC.
- People feel attuned and a sense of worth.
- Benefits of HQC form page 12 of positive leadership book.
- Type of actions or pathways to HQC’s:
 - **Respect others** – show them they are important. A good way is through being present. **Effective listening** – micro skills. Empathy.
 - **Task enable others** – facilitate others successes. Encourage, guide, support.
 - **Trust others** – don’t over monitor and control.
 - **Play** – team building (Wellbeing Adventure Race), volunteering.
- Let’s talk about exemplars of the above 4 types of actions you have seen?

My own view is that **listening** is the source of great leadership...

Leadership failures are ‘usually’ because of a lack of listening...

Do you hear what you want to hear?

Stephen Covey said: “*most people do not listen with the intent to understand; they listen with the intent to reply*”.



Communication.

- There are four ways of responding, and **Active Constructive Responding** has been shown to build solid, strong and lasting relationships the best.
- Using active constructive responding is a good way to convey understanding, validation and caring, and to increase the wellbeing of your existing friends, as well as to make new friends and to encourage closer, more trusting relationships with them.
- **Active Constructive Response** involves expressing enthusiastic positive support = *“That’s really great. Your wife will be pretty proud of you. I know how important that promotion was to you. We should go out and celebrate”*. During such communication the person is maintaining eye contact and displaying positive emotion, such as laughing or smiling.
- **Active Destructive Response** involves expressing a derogatory or critical response = *“That sounds like a lot of responsibility to take on. There will probably be more stress involved in the new position and potentially longer hours at the office”*. The person is displaying negative emotions, such as frowning or anxiety.
- **Passive Constructive Response** involves showing benign disinterest = *“That’s good news”*. The person is displaying little nonverbal communication.
- **Passive Destructive Response** involves distancing or failing to respond = *“What are we doing Friday afternoon?”* The person does not acknowledge the good news, is not in eye contact, and may be turning away or leaving the room.

Communication.

- From Marsha M. Linehan's - Dialectical Behaviour Therapy (DBT).
 - Describe the situation.
 - Express an Emotion.
 - Request an Action (or Assert).
 - Reinforce the consequences of the action happening.

- Actually DEAR MAN (MAN: Mindful, Appear confident, Negotiate) →





We

Insights.

- What are two key insights from Section 3?

- 1 _____
- 2 _____



Section 3 – Us

Aaron Jarden





Section 4

Section 4.

- Appreciative enquiry.
- Financing a wellbeing culture – where, when and how to invest your resources.
- The policy impact of a wellbeing culture, and policies for wellbeing.
- Readiness for change vs large change vs constant change.
- Organisation communication - best tried-and-tested communication methods to foster greater engagement in your wellbeing program.
- Aligning your wellbeing program to the overall values of your organisation.
- Setting realistic expectations and communicating goals around your wellbeing program.



Section 4

Section 4.

- Developing your wellbeing team and champions – working out who to approach and engage within your business for best program success.
- Common challenges around implementation and delivery.
- Plan B: What to do when your wellbeing program isn't measuring up.
- Resources and early-intervention strategies to help staff cope with life's challenges.

The Geelong three breaths exercise

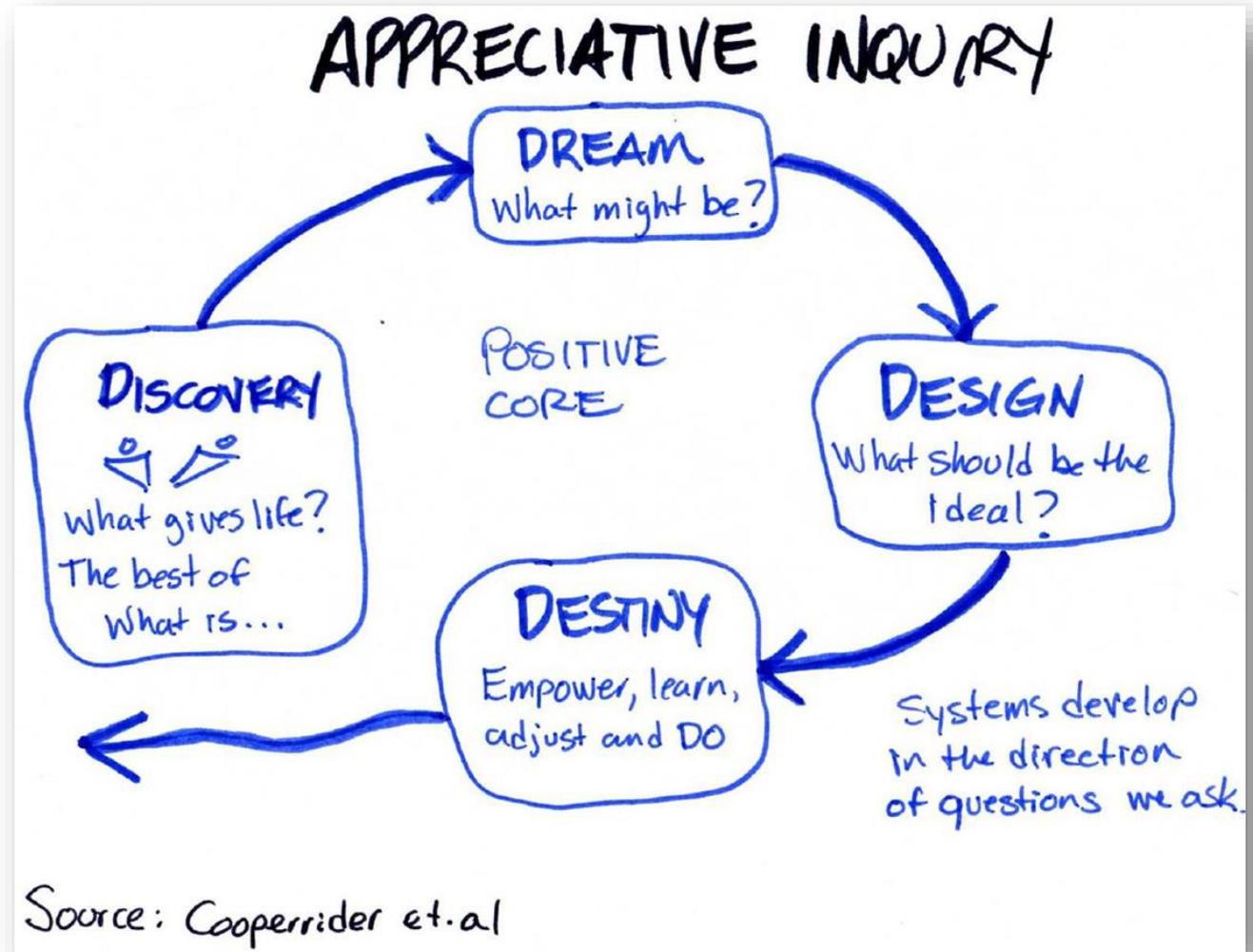
- Breath One. Take a deep breath. Notice **your physical body** and any points of pain or tension. Breath out slowly and release any tension away.
- Breath Two. Take a deep breath. As you breathe out think about what you are grateful for right at this very moment. Say to yourself “**Right now I am grateful for...**”.
- Breath Three. Take a deep breath. As you breathe out think what intentional state you want to be in right now. Say to yourself “**My intention right now is to be** (kind, open minded, relaxed, critical, curious etc)...”.

Developed by Justin Robinson at Geelong Grammar.



Appreciative enquiry.

- Appreciative Inquiry (AI) is a change management approach that focuses on identifying what is working well, analysing why it is working well and then doing more of it.
- The basic tenet of AI is that an organization will grow in whichever direction that people in the organization focus their attention.



Financing a wellbeing culture – where, when and how to invest your resources.

- Have a budget relative to the priority of wellbeing to your organisation.
- Lot of things build wellbeing:
 - Wellbeing programs.
 - Assessments and conversations.
 - Social events.
 - Mental health (illness) and stress reduction.
 - Wellness and health.
 - Appropriate organisational practices (flexible working policy).
- Check your plan with key stakeholders – co-design, co-develop to avoid wasting time and money.
- Be clear on your **me, we, us plan** and where and when investments will kick in to it.



The policy impact of a wellbeing culture, and policies for wellbeing.

- Do you have a wellbeing policy?
- Would starting with a wellbeing audit of current policies be beneficial?
- What is the impact of your current policies on wellbeing?
- How do your policies enable aspects of positive organisations (or do you want one?):
- Job variety, intrinsic motivation, confidence, creativity, strengths work, team building, flow, participatory working practices, open climate with empowerment and self-organisation.
- The above are all in contrast to a weakness, trouble shooting approach. It's the difference between **getting the most out of people vs bringing out the best in people...**



Readiness for change vs. large change vs. constant change.

Article

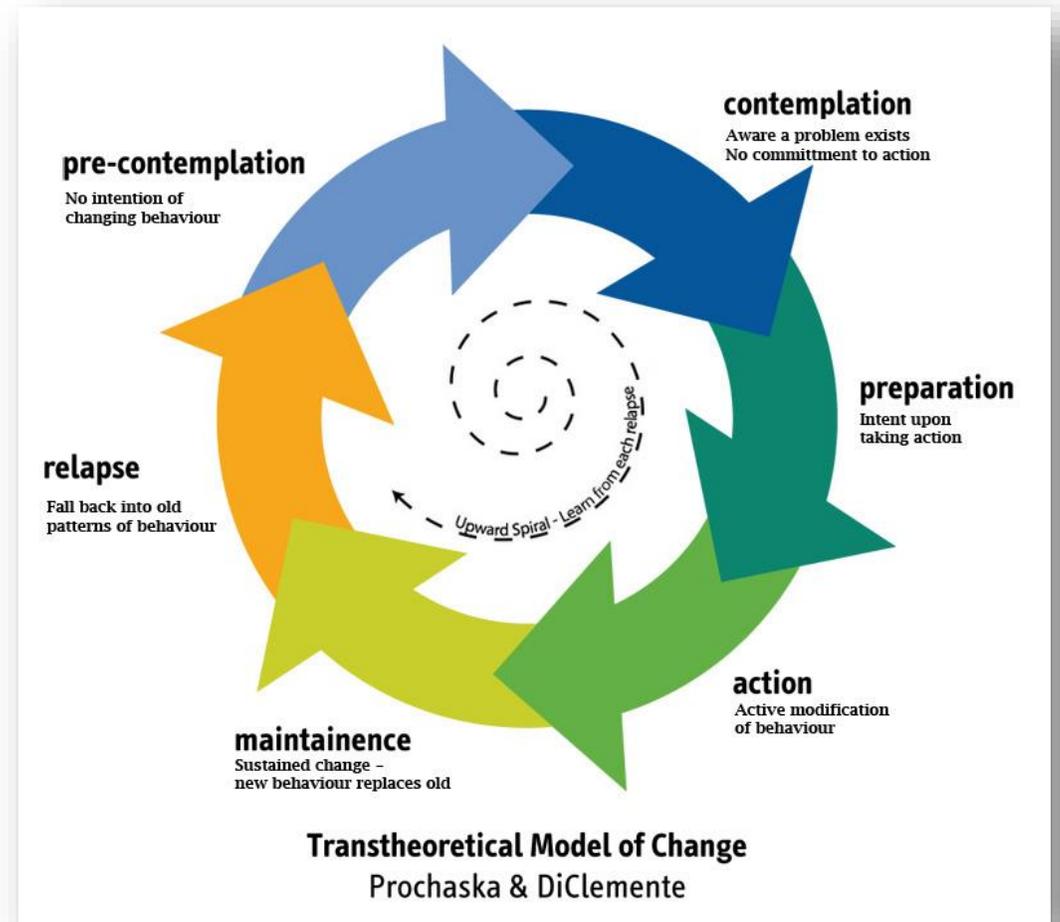
Effects of Change Interventions: What Kind of Evidence Do We Really Have?

Eric Barends¹, Barbara Janssen¹,
Wouter ten Have¹, and Steven ten Have¹

Abstract

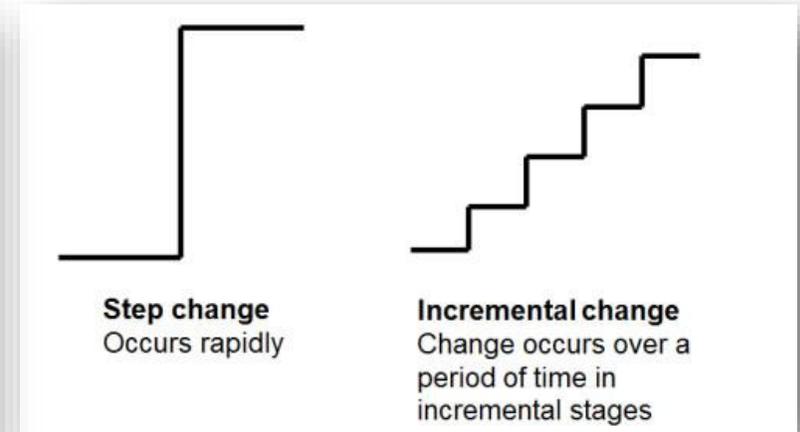
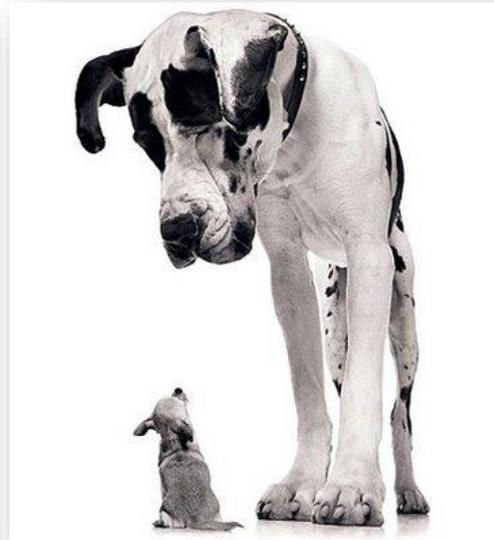
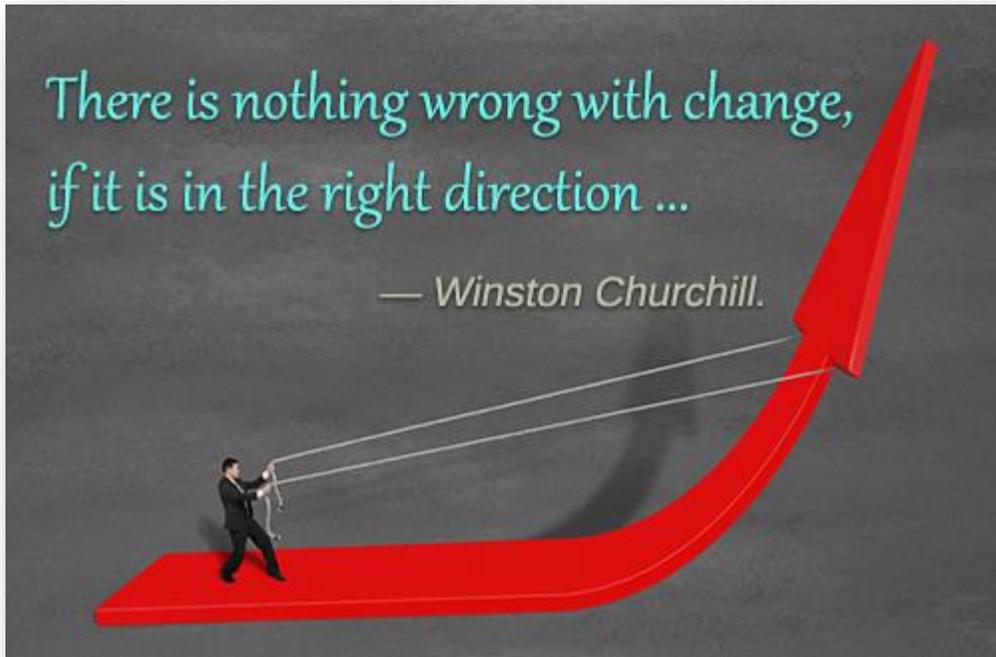
Despite the popularity of organizational change management, the question arises whether its prescriptions are based on solid and convergent evidence. To answer this question, a systematic review was conducted of organizational change management research published in scholarly journals during the past 30 years. The databases ABI/INFORM, Business Source Premier, ERIC, and PsycINFO were searched for relevant studies. A total of 563 studies met the review's criteria. Assessment shows a predominance of one-shot studies with a low internal validity. Replication studies are rare. Findings suggest that scholars and practitioners should be sceptical regarding the body of research results in the field of organizational change management published to date. Prescriptions are offered for researchers, editors, and educators to develop a more solid body of evidence on organizational change management.

The Journal of Applied Behavioral Science
2014, Vol. 50(1) 5–27
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DOI: 10.1177/0021886312473152
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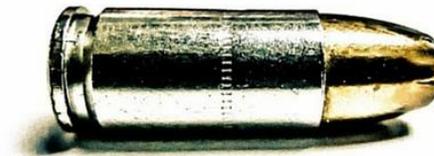
Readiness for change vs. large change vs. constant change.

- Large change vs incremental change.
- Constant directional change.



Organisation communication.

- Best tried-and-tested communication methods to foster greater engagement in your wellbeing program.
 - **Regular** updates (email, intranet, posters).
 - **Regular** meetings (team, larger section).
 - Infuse into pre-existing systems.
 - Use of relevant technologies...
 - There is no **magic bullet** here, other ideas?



The Magic Bullet

Aligning your wellbeing program to the overall values of your organisation.

- Assessment of values alignment...
- E.g., SAHMRI culture is demonstrated through the values of:
 - Excellence – be the best you can be.
 - Courage – take initiative, be adventurous, creative and bold.
 - Imagination – challenge conventional thinking and pursue novel, ground breaking ideas.
 - Integrity – act fairly, ethically and respectfully.
 - Teamwork – collaborate openly and respectfully.
 - Equity and Diversity – embrace equity, diversity and reconciliation.
- Survey values also:

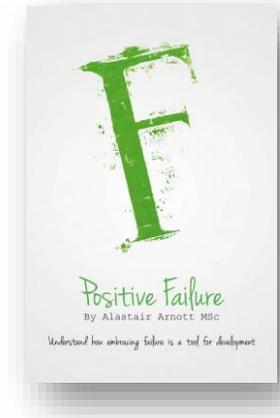


Employee Pulse Survey		SAHMRI South Australian Health & Medical Research Institute				
A. Excellence – be the best you can be		Strongly Disagree	Disagree	Neutral / Unsure	Agree	Strongly Agree
1.	At SAHMRI we maintain very high standards for excellence					
2.	Our research culture is:					
	(a) fast					
	(b) friendly					
	(c) flexible					
	(d) fun					
	(e) focussed					
3.	When at work, I am completely focussed on my job duties					
4.	I am often so involved in my work that the day goes by very quickly					

Employee Pulse Survey		SAHMRI South Australian Health & Medical Research Institute				
B. Courage – take initiative, be adventurous, creative and bold		Strongly Disagree	Disagree	Neutral / Unsure	Agree	Strongly Agree
13.	Employees at SAHMRI willingly accept change.					
14.	Employees at SAHMRI always keep going when the going gets tough					
15.	Employees at SAHMRI are willing to take on new tasks as needed.					
16.	The work assigned to me is challenging, stimulating and rewarding					
17.	In my opinion, employees adapt quickly to difficult situations.					
18.	I am encouraged to learn from my mistakes					

Setting realistic expectations and communicating goals around your wellbeing program.

- Expectations:
 - Change is hard work.
 - Change is more likely to be incremental and staged.
 - Failure is to be expected and common – positive failure. →
 - No one-size model – scientifically informed practice, trial and error.
- Communication:
 - Clear, minimal, communication (no long docs, less email).
 - Transparency about what's planned – builds trust.
 - Endorse things officially.
 - Science and data driven rationale.
 - On-boarding is key!



Developing your wellbeing team and champions.

- Working out who to approach and engage within your business for best program success.
- Ask for volunteers in a wellbeing survey – they self-identify.
- 33% always wanted wellbeing (pool of champions), 33% follow once see value, 34% disengaged...



Common challenges around implementation and delivery.

- Creating **time and space** for wellbeing vs other organisation priorities. Biggest issue.
- Being **autonomy supportive** – relinquish control...
- Choosing the right time - **timing important** (when to introduce, when to embed).
- Be a fan of **simplification**.
- Not capitalising on **strengths** to implement...
- Not having **commitment** to an implementation plan.
- Not taking a **data driven approach**, based on wellbeing assessment information...
- Only targeting the **'me'** level... (2nd biggest)



Common challenges around implementation and delivery.

- Not clearly linking wellbeing to **key KPI metrics** (long term sustainability).
- Not informing **all stakeholders** of the wellbeing change – so they know what is, and has changed.
- Use a **checklist** for a frame of reference (how will you identify success?), e.g.:
 - The workplace has to ‘feel’ good.
 - Play to everyone's strengths.
 - Encourage risk and failure.
 - Build social capital.
 - Be grateful and appreciative at all levels.
 - Be authentic at all levels.
 - Create the conditions for change.
 - Create positive practices.





Us

PLAN B

Plan B: What to do when your wellbeing program isn't measuring up.

- Have a 'Plan B' to start with...
- Before you change, realise it will not all go to plan anyway...
 - Continually ask questions of your stakeholders throughout the process... What's working, what's not, what's important...
- Reevaluate your risks:
 - Overpromise, under deliver – selling false hope.
 - Obtaining bad advice.
 - Low ROI = look bad to those above.
 - Bad apples and win-lose power struggles.
 - Fear of enabling the lower ranks = look bad.
 - Expecting fast change – wellbeing is hard work.
 - A lack of leadership and top level support is the main reason for the failure to sustain changes in an organisation.

Resources and early-intervention strategies to help staff cope with life's challenges.

- EAP.
- Mental health resources.
- Stress in particular.
- Resilience in particular.
- Prepare for Post Traumatic Growth.

Posttraumatic growth (PTG)

"It is through this process of struggling with adversity that changes may arise that propels the individual to a higher level of functioning than which existed prior to the event"

(Linley & Joseph, 2004, p. 11)

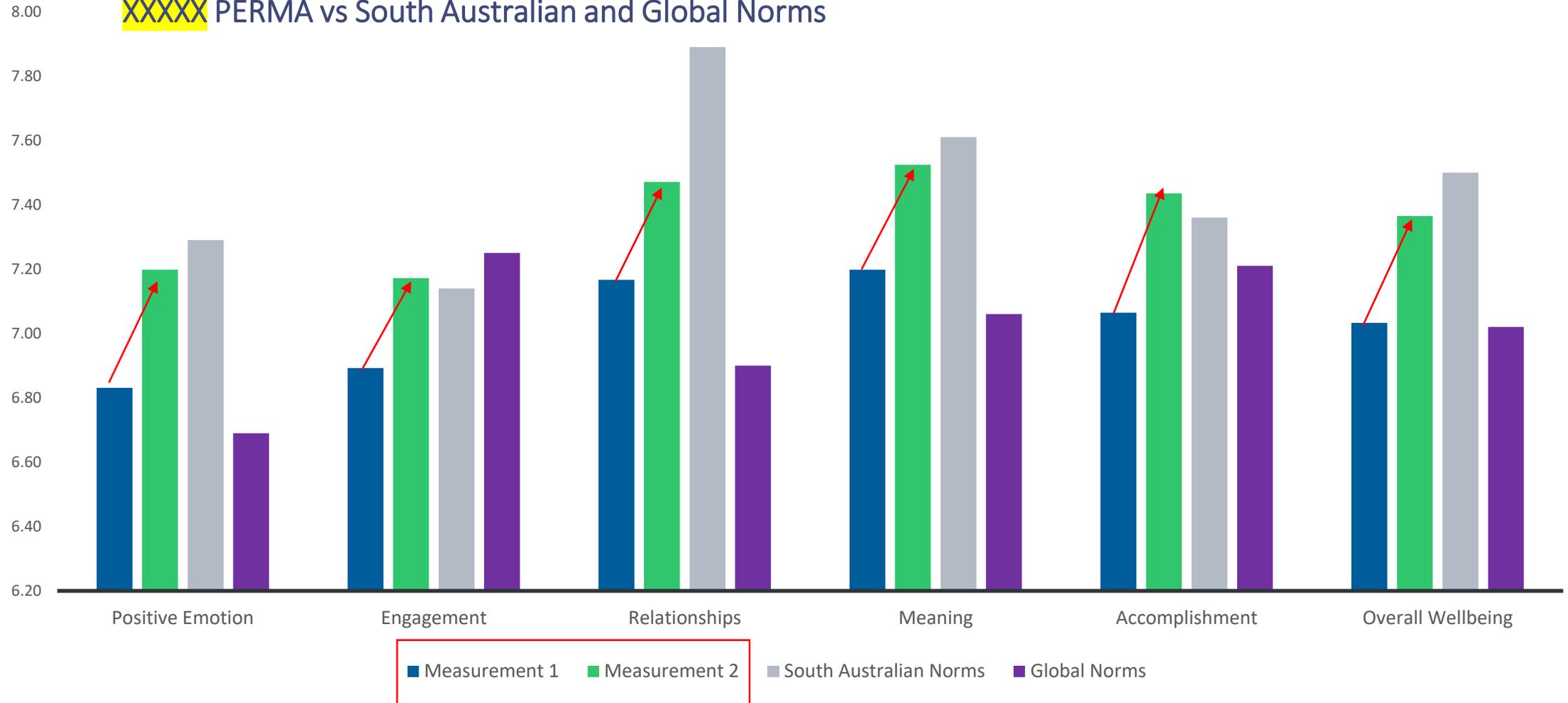




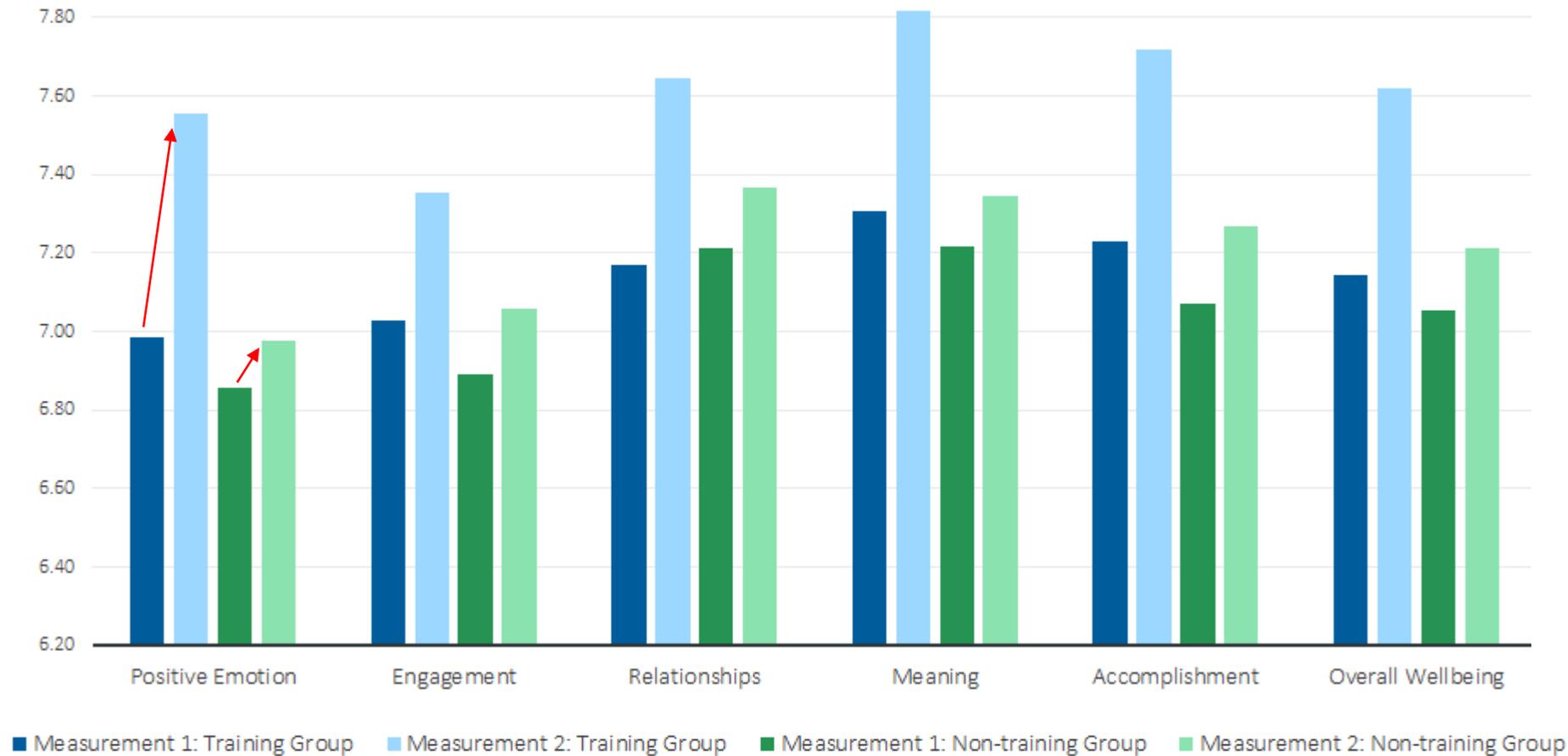
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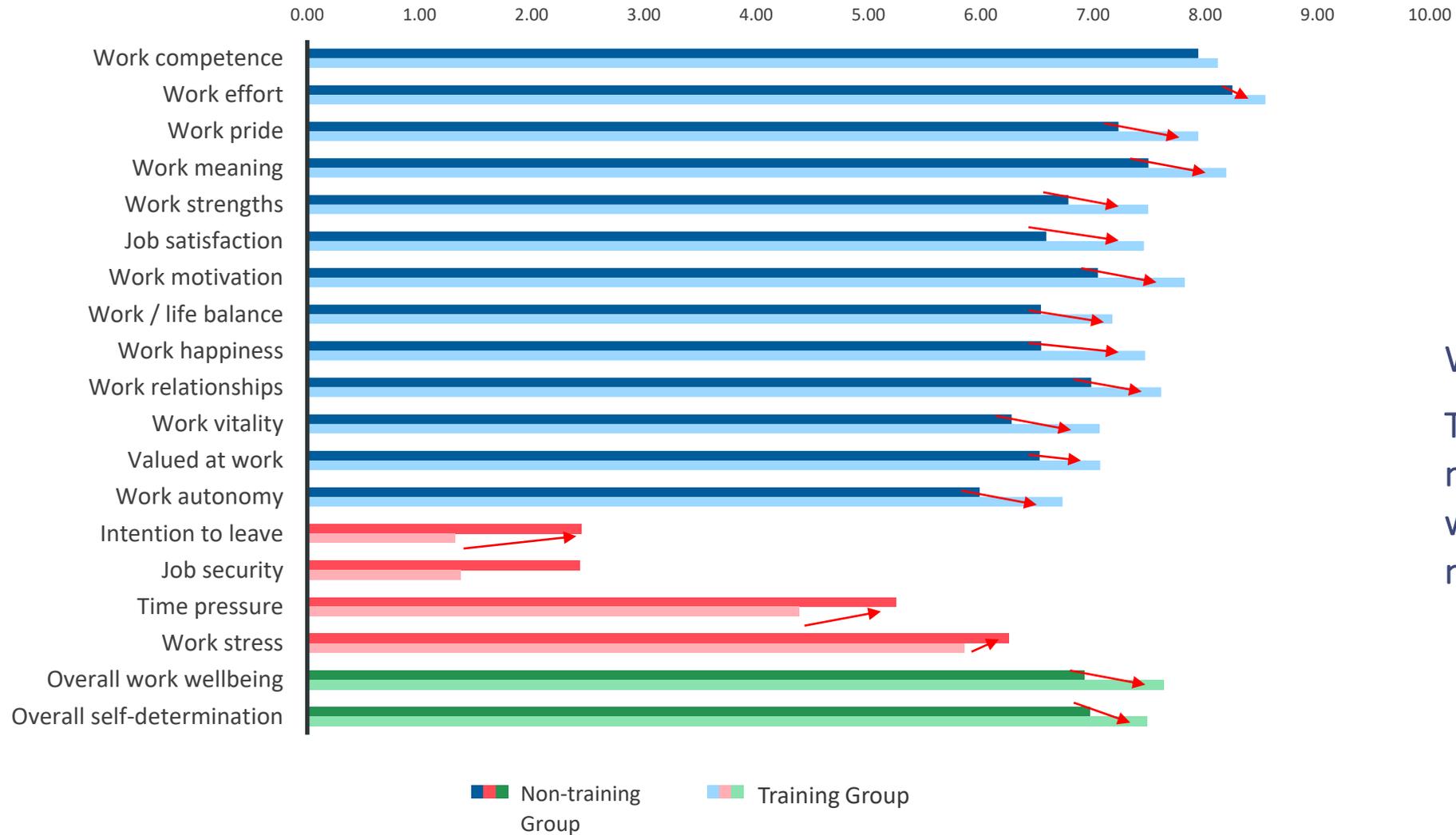


XXXXXX PERMA vs South Australian and Global Norms



Those who received training increased by a greater extent than those who did not





Workplace Wellbeing:
Training Group had
more favourable work
wellbeing scores than
non-Training group

Wellbeing and Resilience Centre.

Wellbeing and resilience training: <http://www.wellbeingandresilience.com/>



RESULTS
Auto-manufacturing industry

FUTURiS

Results vary according to cohort, positive results in the automotive industry include:

- 12% increase in **wellbeing and resilience**
- 38% reduction in **absenteeism**
- 21% reduction in **lost time** due to **injuries**
- 19% reduction in demand on internal physiotherapist **rehab**
- 25% reduction **performance management cases**



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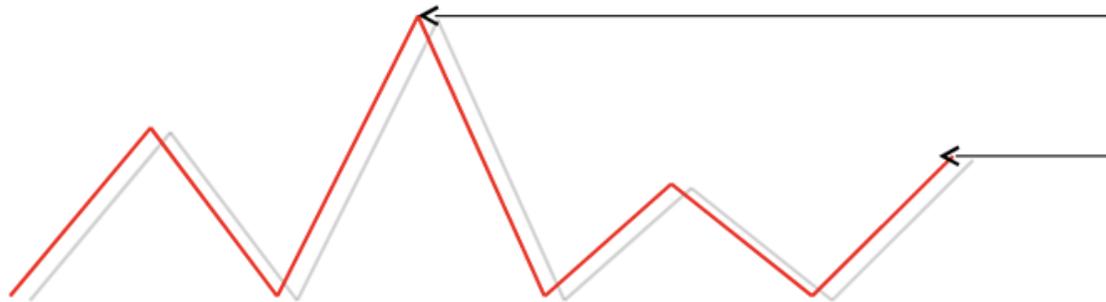
Insights.

- What are two key insights from Section 4?

- 1 _____
- 2 _____

Peak-end theory.

- Peak-end theory states that people's judgments of their overall experience (like of this workshop) is greatly influenced by the peak of their experience, and how it ends (I should really be giving out free drinks at this point).
- The research indicates that we judge our past experiences almost entirely on how they were at their peak and how they ended...
- It has to do with our memory of experiences.





More

A quick personal overview.

- Invest time and effort in **family** connections.
- We are social creatures so be enmeshed in a community of **friends** - deep and meaningful relationships.
- Know your personal **values** and live by them. Similarly, know your purpose and what derives meaning for you.
- Know your personal **strengths** and find ways to exercise them every day.
- Develop and **optimistic** thinking style.
- Invest your money in **experiences** rather than things.
- Be in **work**, and work that you enjoy.
- Be **grateful**.
- **Savour** the now regularly – rather than the past or future.
- **Slow down** – perhaps meditate?
- Be **curious**.
- Look after your **health** (the below 5 can make approximately 14 years difference to your life expectancy - the quality of both your current life and those extra 14 years):
 - Eat real food – not too much, and mostly plants.
 - Exercise regularly – and different types: aerobic, resistance, flexibility, balance.
 - Drink alcohol in moderation.
 - Don't smoke.
 - Get enough quality sleep.



Nothing GREAT
was ever achieved
without enthusiasm

Emerson



Questions?
(or applause)



THE UNIVERSITY OF
MELBOURNE

Thank you

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