

# How to create a happy and successful company

## Leading with happiness



**Woohoo inc.**

Arlette Bentzen  
Chief Happiness Officer

HAPPINESS

AT WORK

is not rocket science

HAPPINESS

AT WORK

is serious business



- Søren Lockwood
- SEB Pension, Denmark

# Danish

## Workplace Culture

Flat management structures

Teamwork & team effort

Working hours & vacation

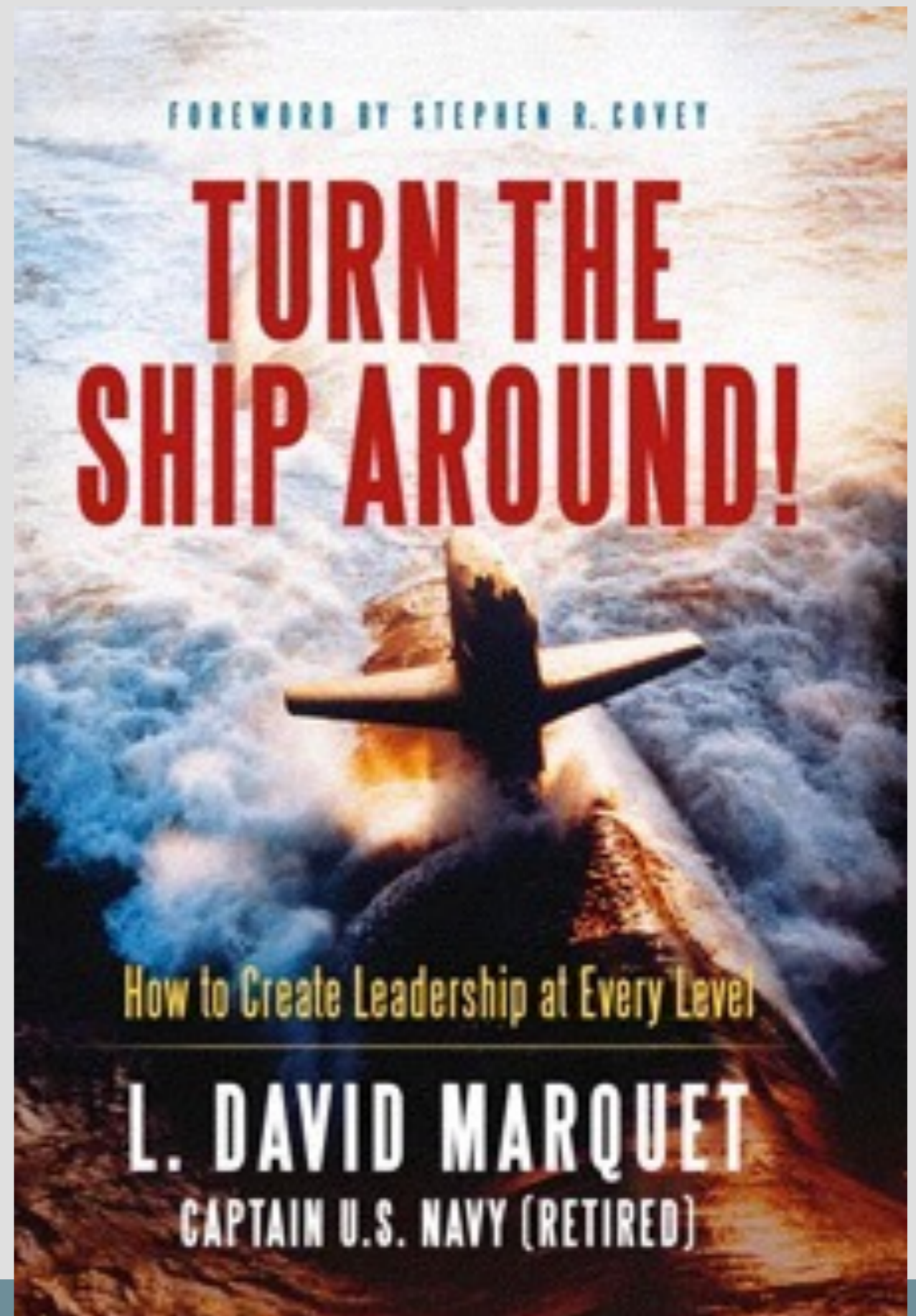
Work-life balance

*“Bad leaders give bad orders.*

*Good leaders give good orders.*

*Great leaders give **no** orders.”*

- David Marquet



Arbejdsglæde

(ah-bites-gleh-the)

Workhappiness

# WHAT THE HECK IS ARBEJDSGLAEDE!?

LEARN MORE ABOUT THIS WEIRD SCANDINAVIAN WORD (TOTALLY NOT A THROAT DISEASE)

WATCH THE VIDEO



LEARN MORE



[www.whattheheckisarbejdsglaede.com](http://www.whattheheckisarbejdsglaede.com)



**WHAT**

is happiness at work

Happiness at work is not

Job satisfaction

Wellbeing

Engagement

Motivation

Happiness at work is...

Positive emotions you  
get at work!

Happiness at work **drives**

Job satisfaction

Wellbeing

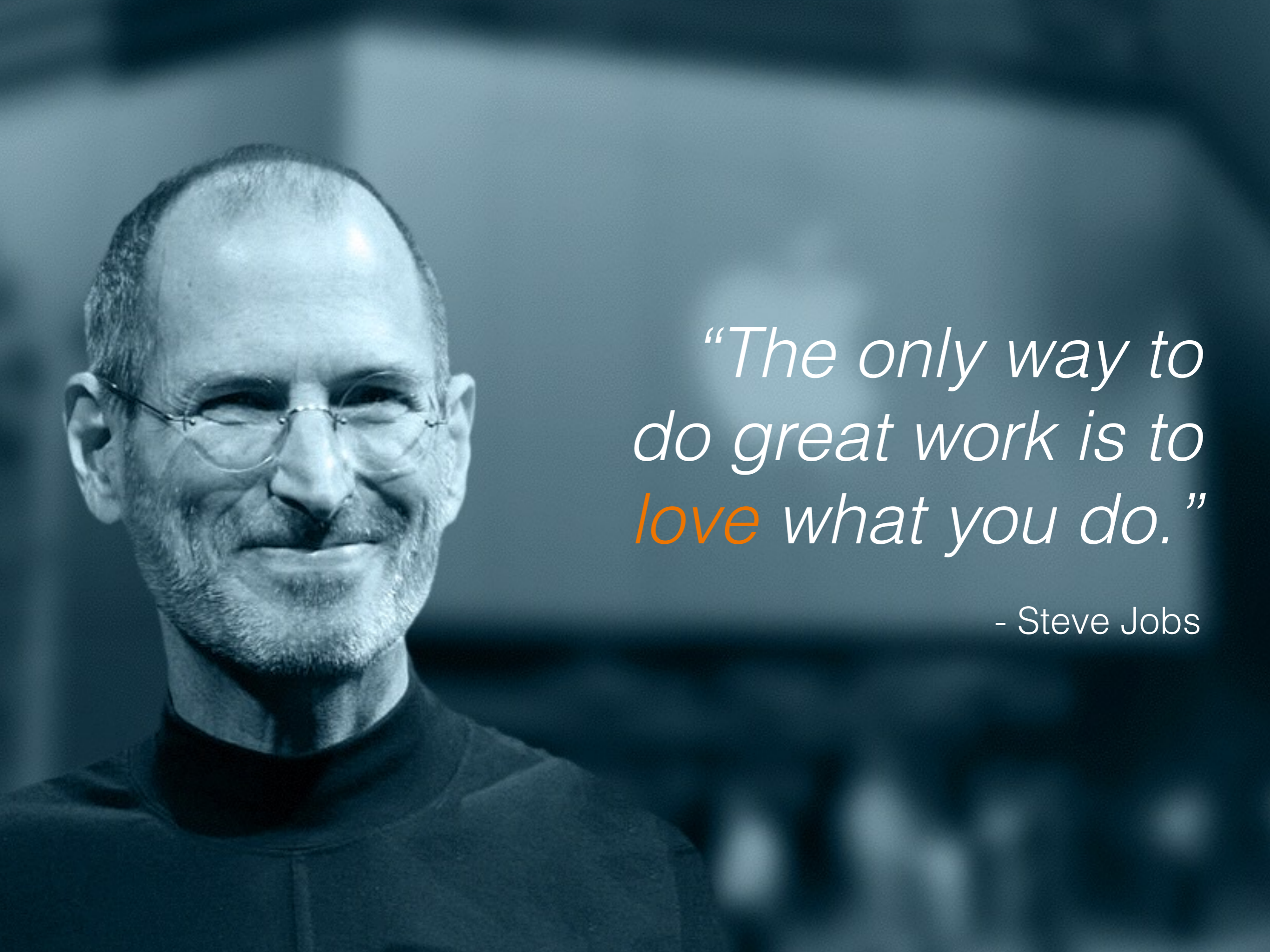
Engagement

Motivation

HAPPINESS

AT WORK

is a leaders most  
important task



*“The only way to  
do great work is to  
love what you do.”*

- Steve Jobs

# #1 factor

that makes us happy  
(or unhappy) at work is  
the leadership

# Effects of **bad** management:

Fear

Stress

Worse health

Low motivation



Leaders should maximize  
happiness for:

Themselves

Employees

Clients

Community

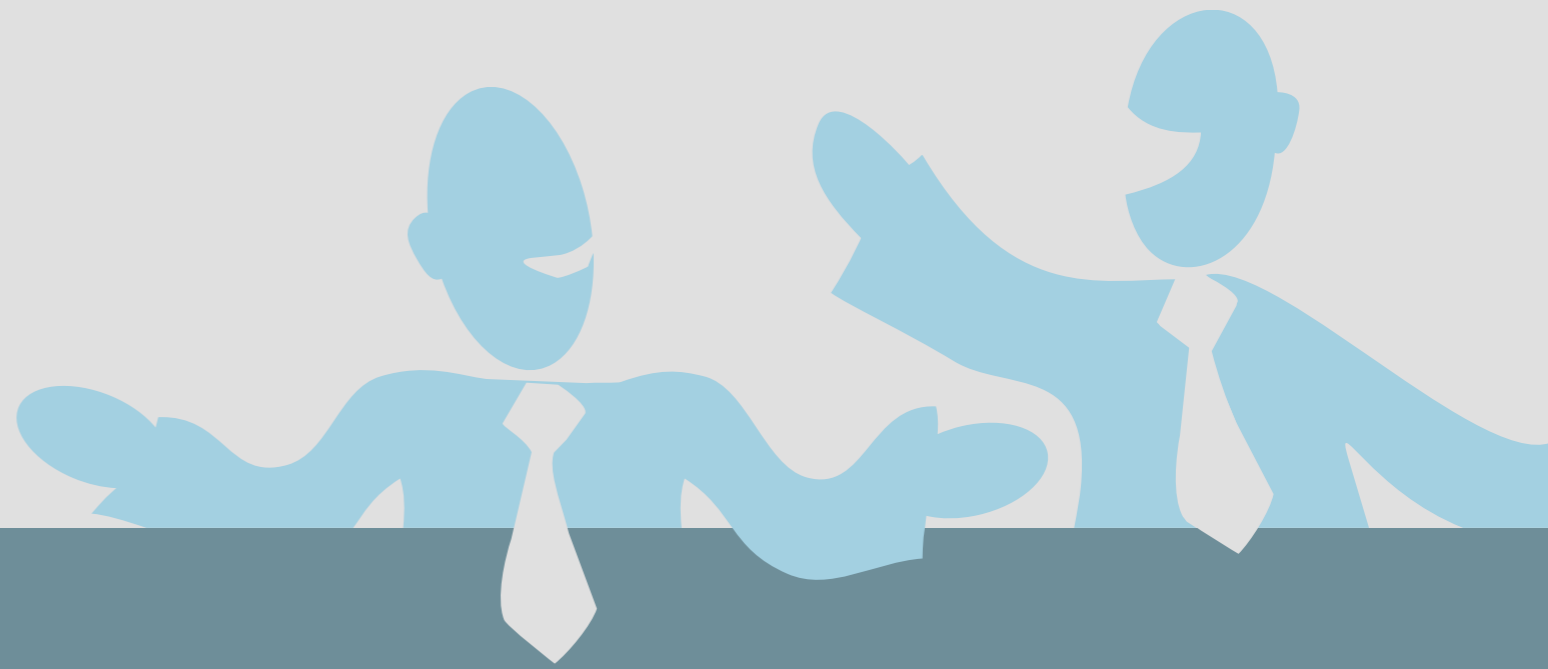


Promote and train  
leaders for  
happiness



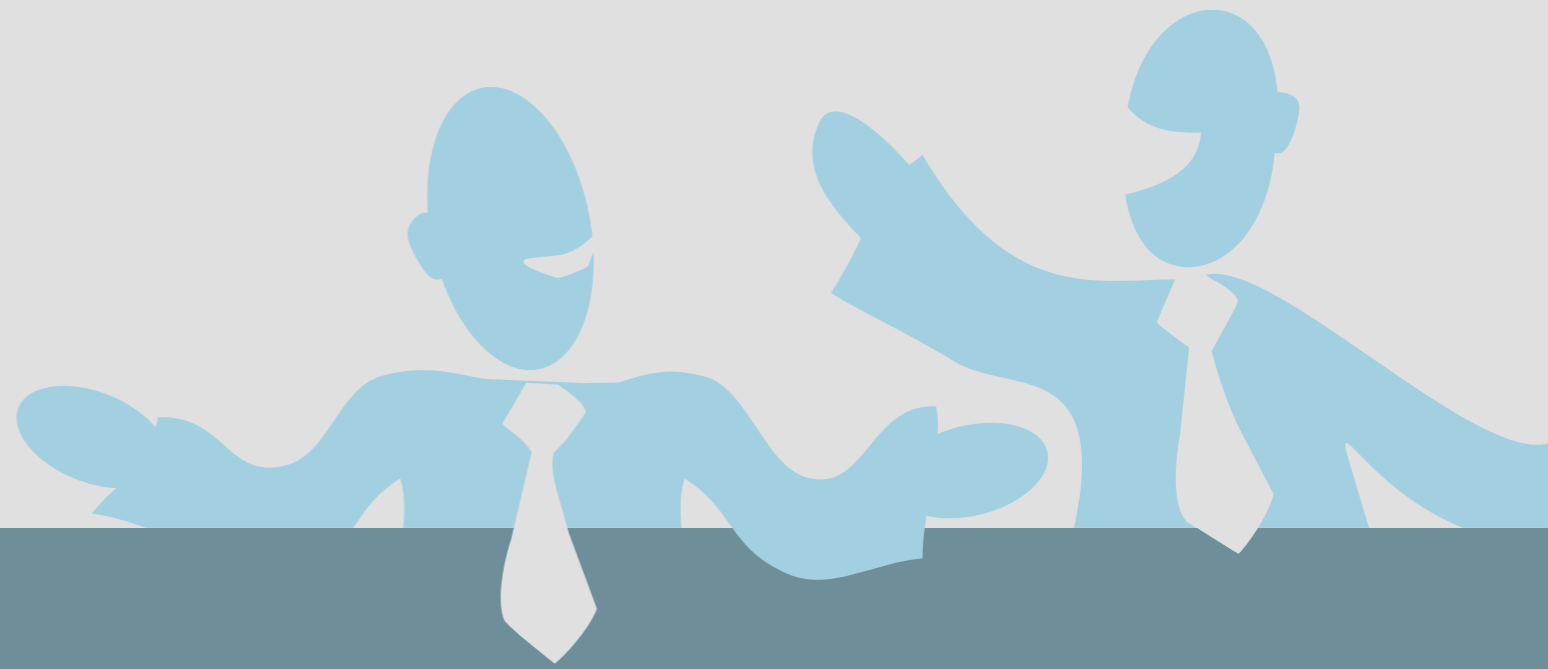
What do you  
already do?

Tell about a specific  
situation where you  
made your employees  
happy at work.



What did you do?

How did it make your  
employee feel?



Share the **good**  
stories



# Start meetings positive







**WHY**

does it matter?

## Employee behavior

Happy employees are more productive, creative, innovative, motivated, service-minded, resilient, etc...

## Hard metrics

Lower absenteeism

Lower employee turnover

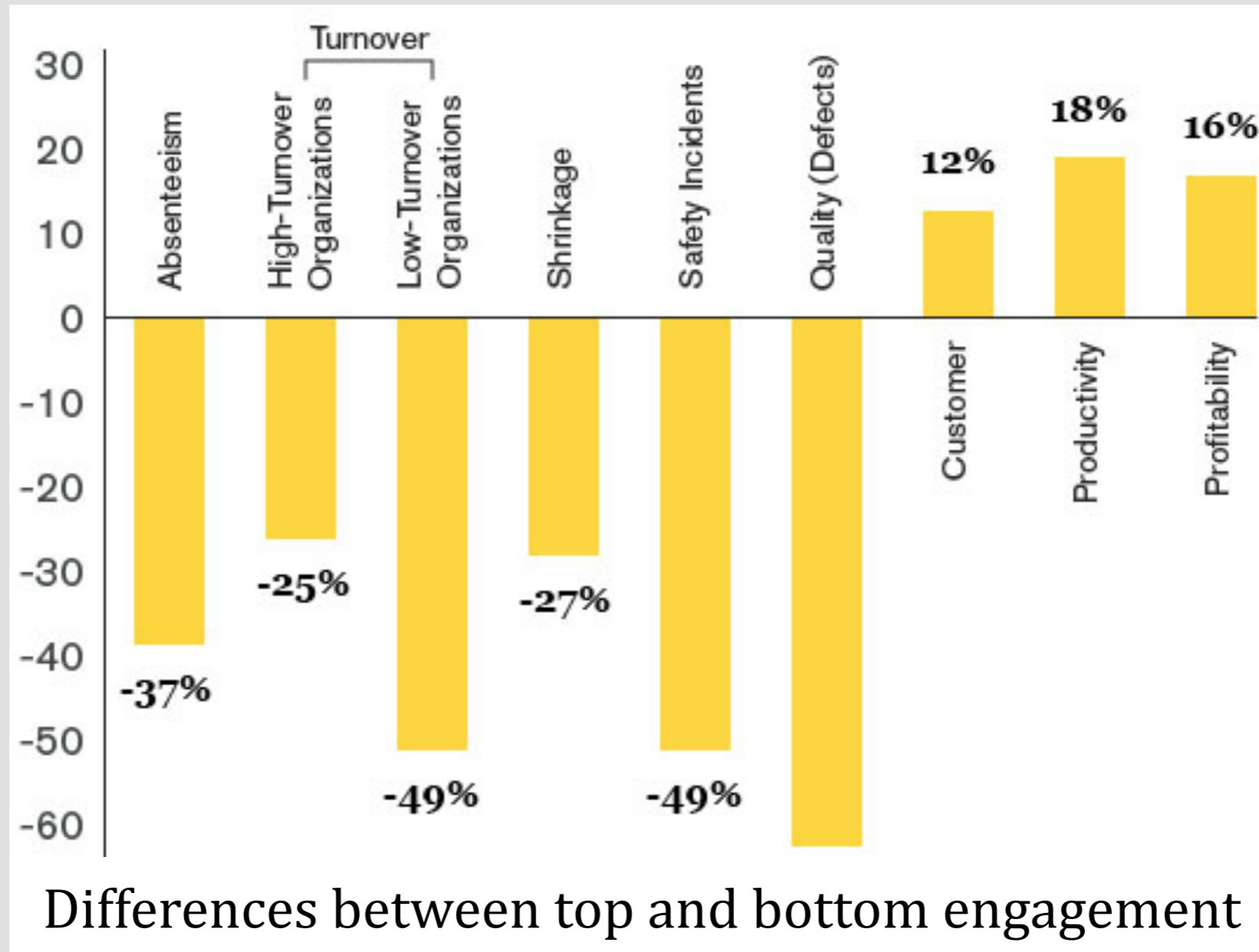
Attract talent



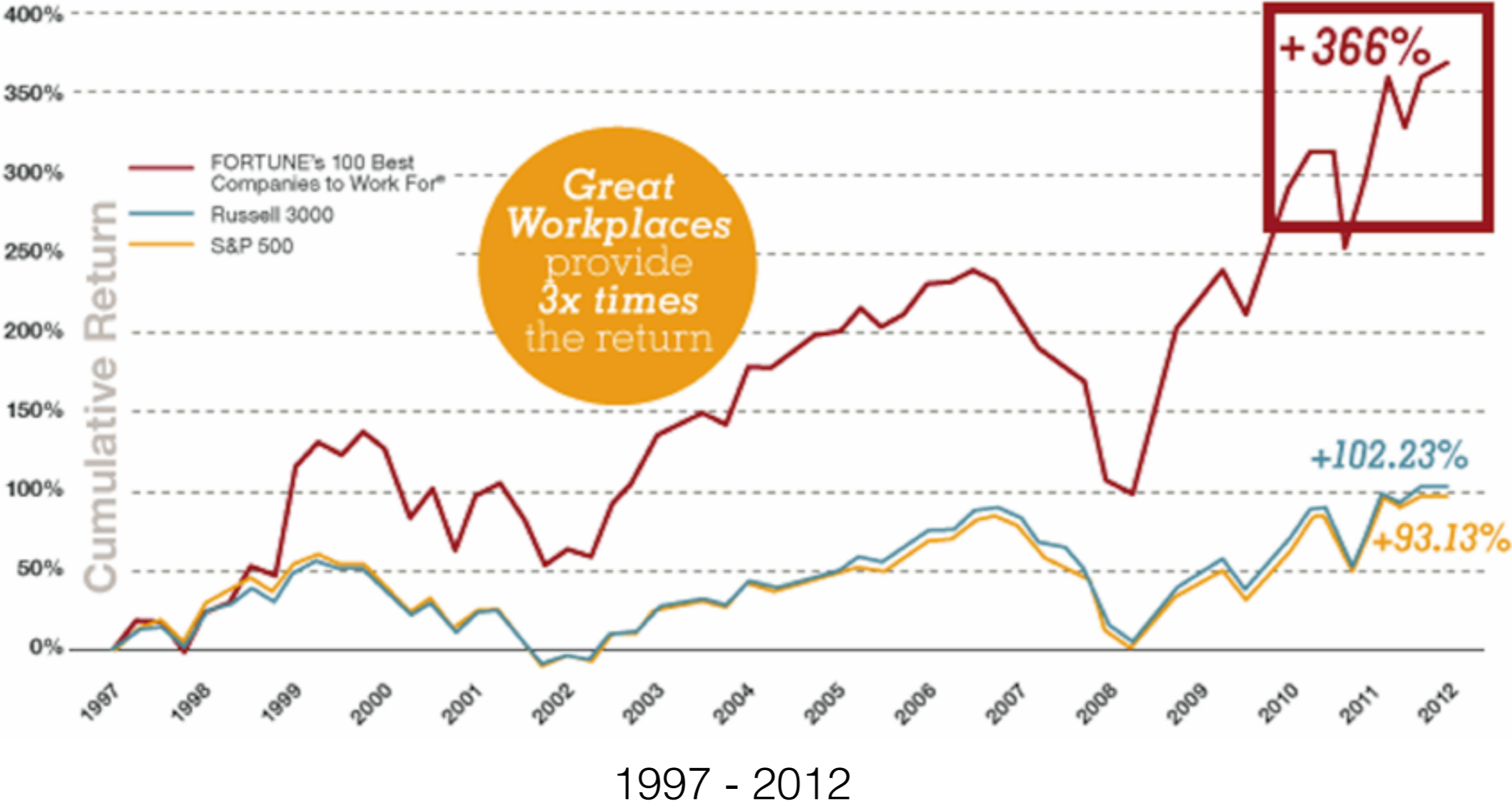


Happy workplaces  
are **more successful!**

# Employee engagement and key performance indicators



# Comparative Cumulate Stock Market Returns



Source: Russell Investment Group / Great Place To Work

Results

Relationships

# Results

Meaning / Purpose

Autonomy

Resources

Mastering

Feedback



Good praise is:

Genuine

Specific

Meaningful

Tailored to the recipient



Praise for:

Results

Efforts

Behavior

# Praise at work improves

Emotional state

Creativity

Motivation

Resilience to stress/burnout

Performance under pressure

Employer relationship

*“I have always believed that the way you treat your **employees** is the way they will treat your customers, and that people flourish if they’re praised.”*

- Sir Richard Branson



Make people  
feel proud



# IRMA LOGO

Before



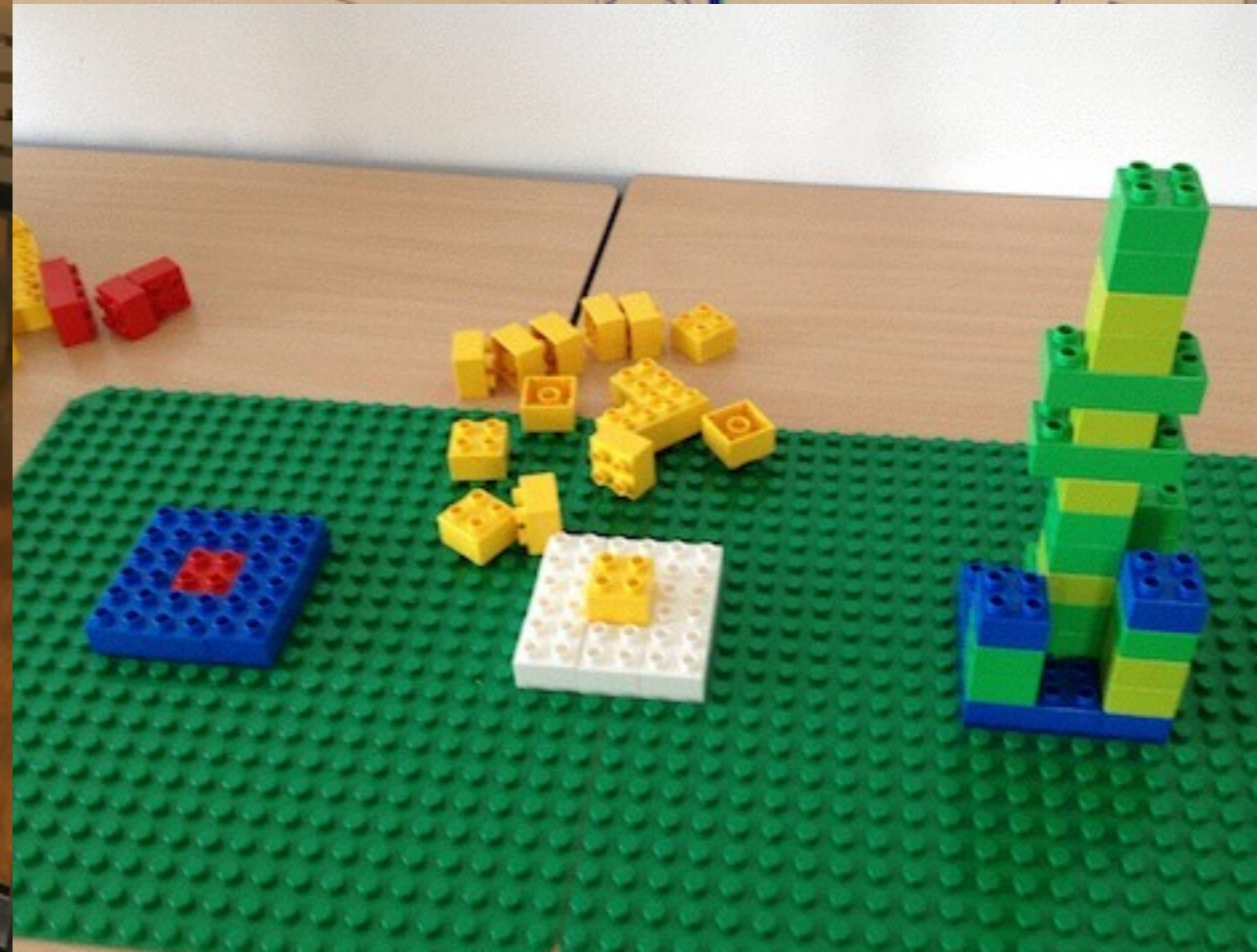
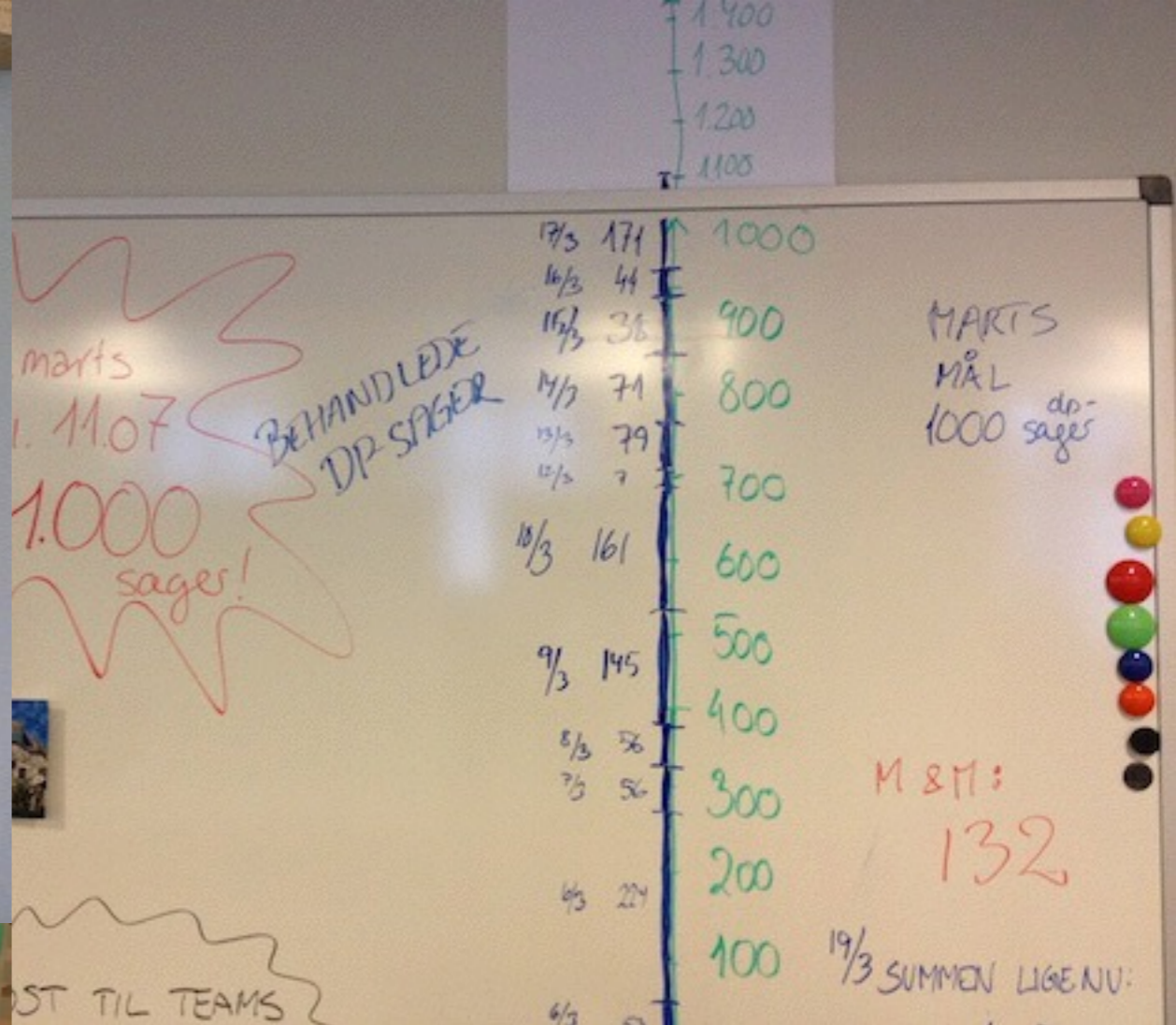
After



**Irma**

Focus on  
what your people  
get done





BASED ON THE #1 BREAKTHROUGH IDEA FROM HARVARD BUSINESS REVIEW

# THE PROGRESS PRINCIPLE

USING SMALL WINS TO  
IGNITE JOY, ENGAGEMENT, AND  
CREATIVITY AT WORK



TERESA AMABILE  
STEVEN KRAMER

HARVARD BUSINESS REVIEW PRESS

THE PROGRESS PRINCIPLE



Of all the things that can boost emotions, motivation, and perceptions during a workday, the single most important is **making progress in meaningful work.**

Even a **small win** can make all the difference in how people feel and perform.

*Source: The Progress Principle / Harvard Business Review  
Teresa Amabile & Steven Kramer*



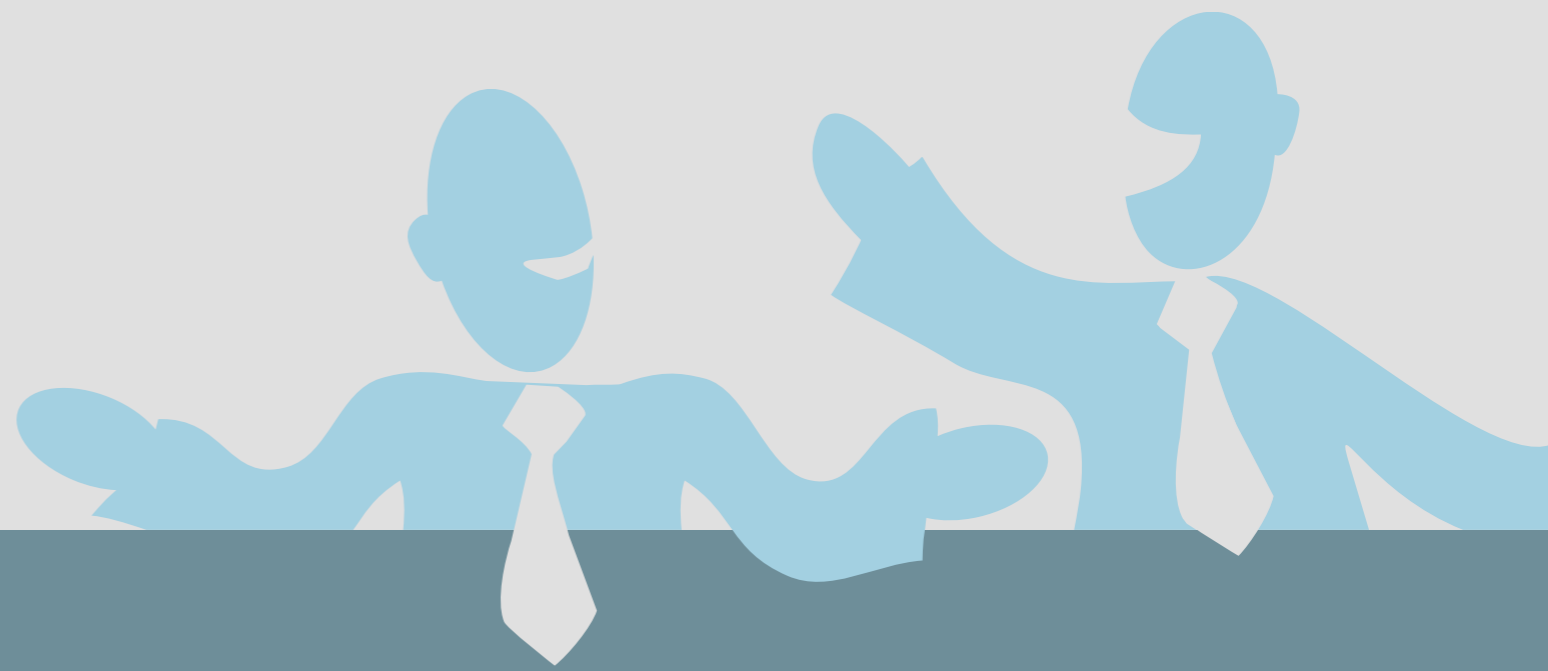
**Inner work life** has a profound impact on workers' creativity, productivity, commitment and collegiality.

Conventional wisdom suggests that pressure enhances performance; our real-time data, however, shows that workers perform better when they are **happily engaged** in what they do.

*Source: The Progress Principle / Harvard Business Review  
Teresa Amabile & Steven Kramer*



How can you visualize the work  
your team **is doing**, instead of  
focusing on the work they  
didn't do?



# Relationships

Care

Trust

Mutual respect

Direct & involving  
communication



"If you want to understand how one organization can change the competitive rules of the game for an entire industry, read this book."

—James L. Heskett, Baker Foundation Professor, Harvard Business School  
and Coauthor of The Edison Project

# The Southwest Airlines WAY

Using the Power of  
Relationships to Achieve  
High Performance

JODY HOFFER GITTELL

# Environment

Shared goals

Shared knowledge

Mutual respect

# Techniques

Frequent

communication

Timely communication

Problem-solving  
communication

*Kilde: The Southwest Airlines Way  
Jody Hoffer Gittell*



# The Relational Coordination Difference

- Increased job satisfaction
- Increased career satisfaction
- Increased professional efficacy
- Reduced burnout/emotional exhaustion
- Increased work engagement
- Increased proactive work behaviors
- Increased psychological safety
- Increased learning from failures
- Increased reciprocal learning
- Increased equity of team member contribution
- Increased collaborative knowledge creation

*Source: Relational Coordination Analytics Survey  
Tony Suchman & Jody Hoffer Gittell*



Say “Good  
morning”





*“It’s all about  
people.”*

- Alfred Josefsen



Results

Relationships

Where is  
your focus?

Results

Relationships

- If a leader was seen as being very strong on **results** focus, the chance of that leader being seen as a great leader was only 14%...
- If a leader was strong on **social skills**, he or she was seen as a great leader even less of the time - a paltry 12%.

Source: <https://hbr.org/2013/12/should-leaders-focus-on-results-or-on-people/>



- However, for leaders who were strong in **both results focus and in social skills**, the likelihood of being seen as a great leader skyrocketed to 72%.
- **Less than 1%** of leaders were rated high on both goal focus and social skills.

Source: <https://hbr.org/2013/12/should-leaders-focus-on-results-or-on-people/>





Walk the talk!





**BREAK**

# HOW

do we create  
happier and more  
successful workplaces

What can you as a leader **do** to create more happiness at work?

What can you **stop**, that makes your workplace unhappy?

# Solve problems





Stop

negative employee  
behavior



THE NEW YORK TIMES,  
WALL STREET JOURNAL, AND  
BUSINESSWEEK BESTSELLER

With a **NEW CHAPTER**  
on the Rule and Its  
Surprising Impact

THE  
**NO ASSHOLE**  
RULE

THE  
**NO ASSHOLE**  
RULE

Building a Civilized Workplace  
and Surviving One That Isn't



ROBERT I. SUTTON, PHD  
Author of *Good Boss, Bad Boss*

Be happy yourself





*If you want to maximize results, it's not enough to simply preach – you have to set a **good example.**”*

- Ingvar Kamprad



Promote and train  
leaders for  
happiness



# Happy leaders:

Make better decisions

Energize employees

Prioritize better

Make employees happy

Hire **happy** people





# PRET A MANGER



freshly prepared ★ good ★ natural food





*, “I don’t headhunt  
my employees  
I hearthunt them”*

- Thyra Frank  
Former manager at nursing home,  
LOTTE

# Happy employees:

Are more productive

Are more creative

Have lower absenteeism

Stay with the company longer

Make customers happy

# We believe that happy employees....

Is a prerequisite for happy customers

Collaborate better

Are more motivated to deliver high quality

- Søren Lockwood, CEO

The SEB logo is located in the bottom right corner of the slide. It consists of the letters 'S', 'E', and 'B' in a bold, white, sans-serif font, each separated by a vertical white bar. The logo is set against a solid blue rectangular background.

**S|E|B**





- 1: Employees
- 2: Customers
- 3: Stockholders



- Colleen Barrett  
- Former President Southwest Airlines

Recognize those  
helping others





nextjump



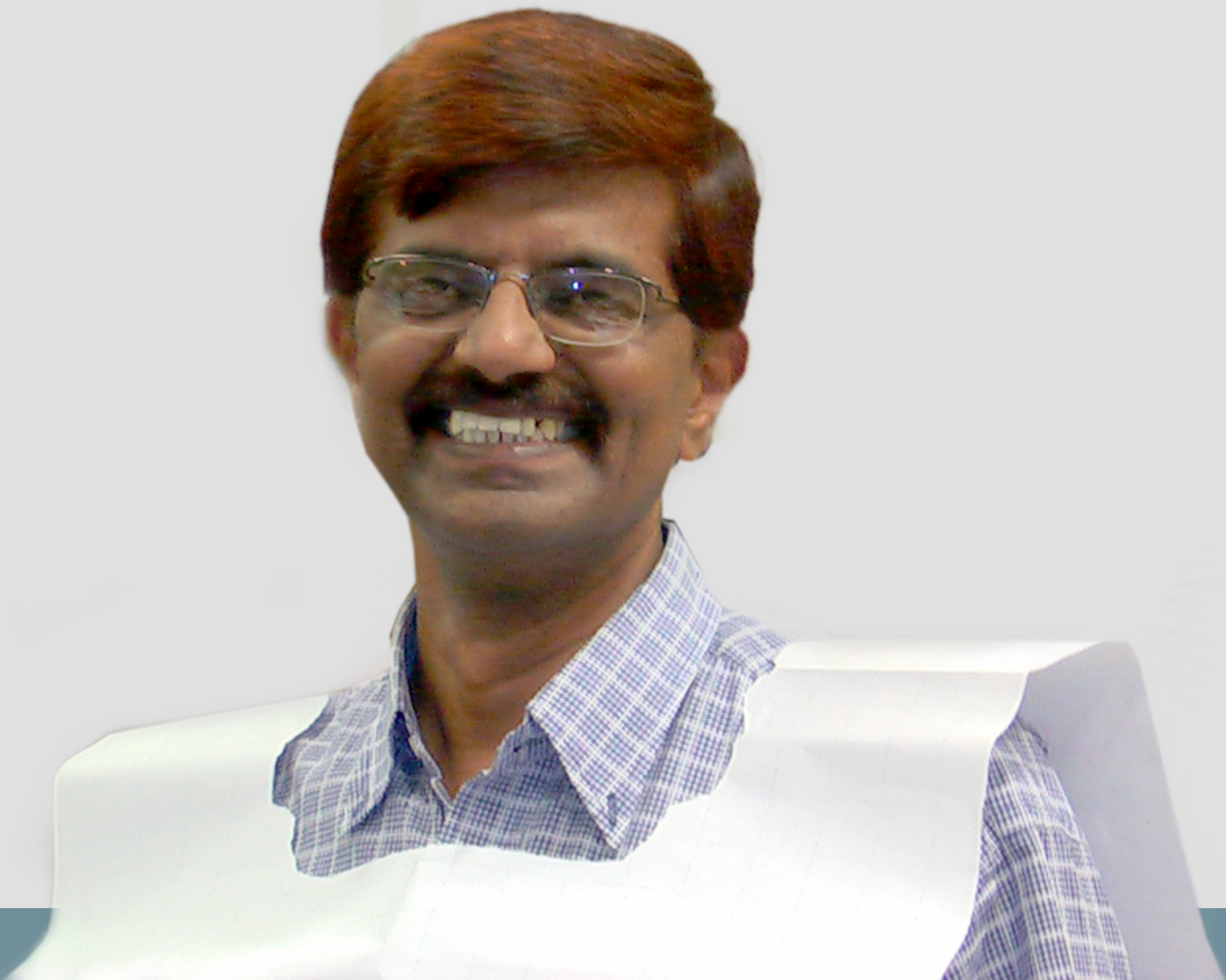
 **AVENGERS** 2013

Help employees  
praise each other



# Feedback ideas

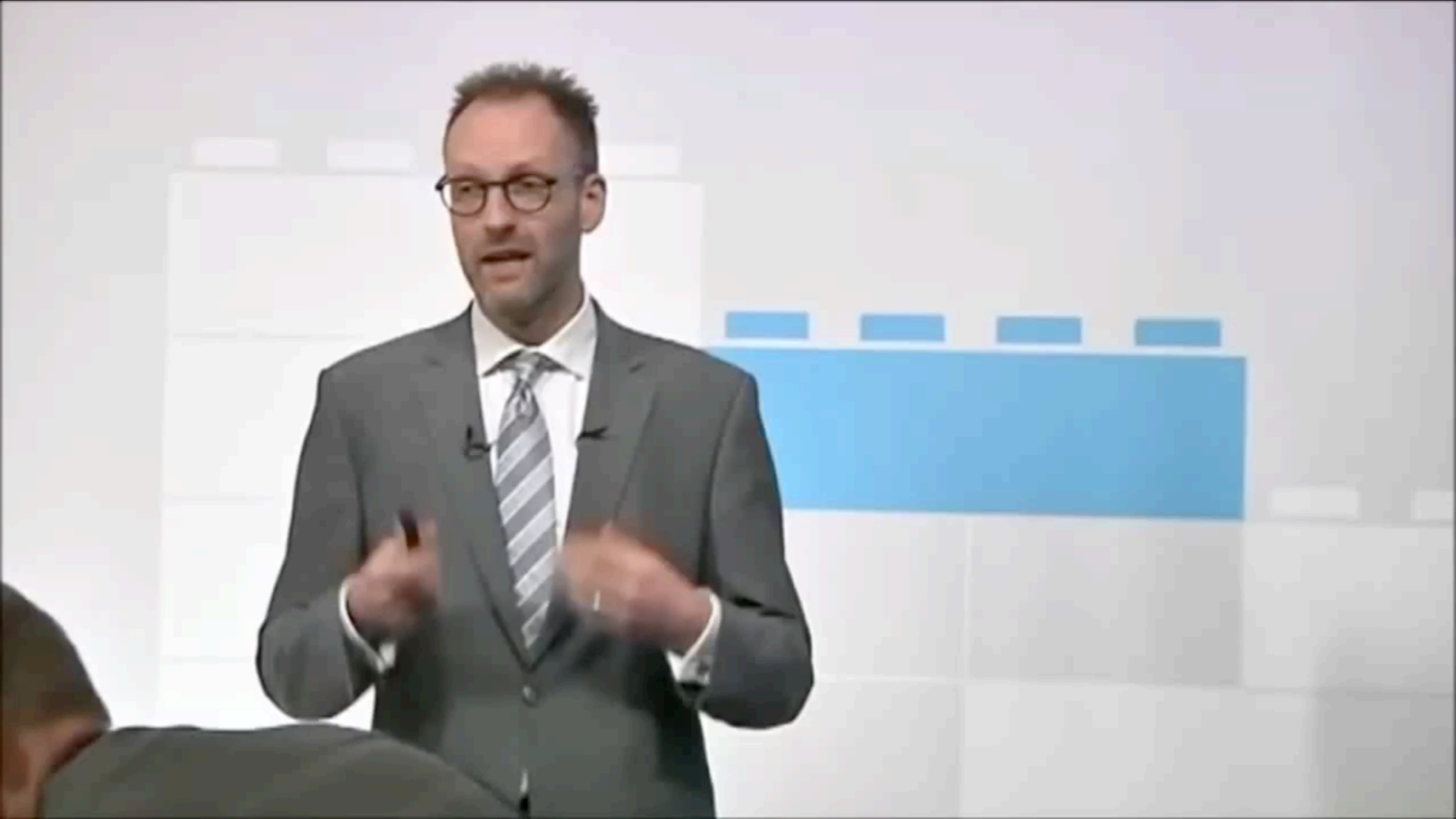




Celebrate your victories  
- both big and small

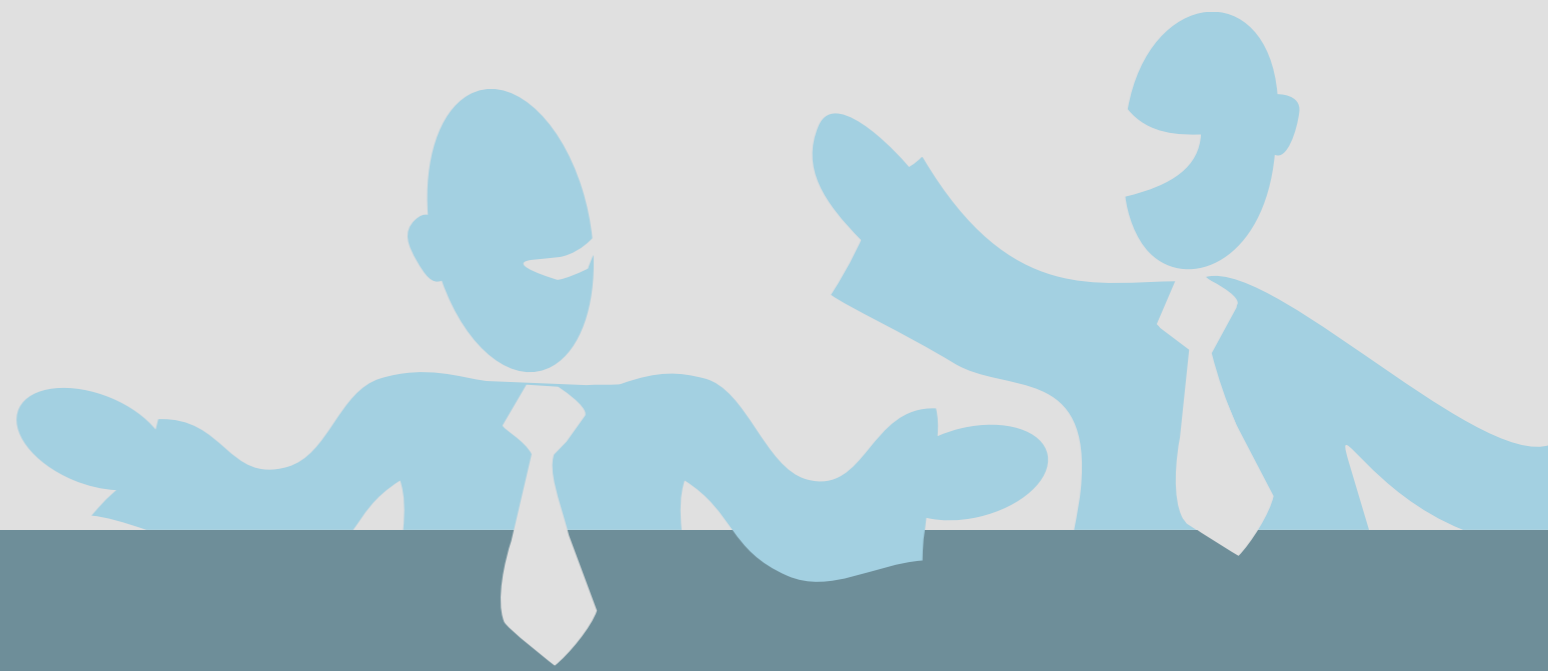






Jørgen Vig Knudstorp  
Former CEO LEGO

“How can you celebrate  
a victory/result?”



Know your people



“My most important skill as a leader is that I can understand the different needs of different people.”

- 
- Lars Kolind  
Former CEO, William Demant Holding A/S



# My employees:

	Results	Relationships	Observations
Lisa	High	?	Works alone
Henry	Low	Low	Who's Henry?
Peter	Medium	Medium	Always helpful
Mary	Low	High	Smiles a lot
Chris	High	Medium	Hard worker

# Take 5



Random  
acts of workplace  
kindness









Random  
acts  
of kindness  
baton  
from team  
to team



CHO's

Chief Happiness Officers

# CHO task force teams

Are passionate about Happiness

Have their own budget




Spend approx. 2 hours a month

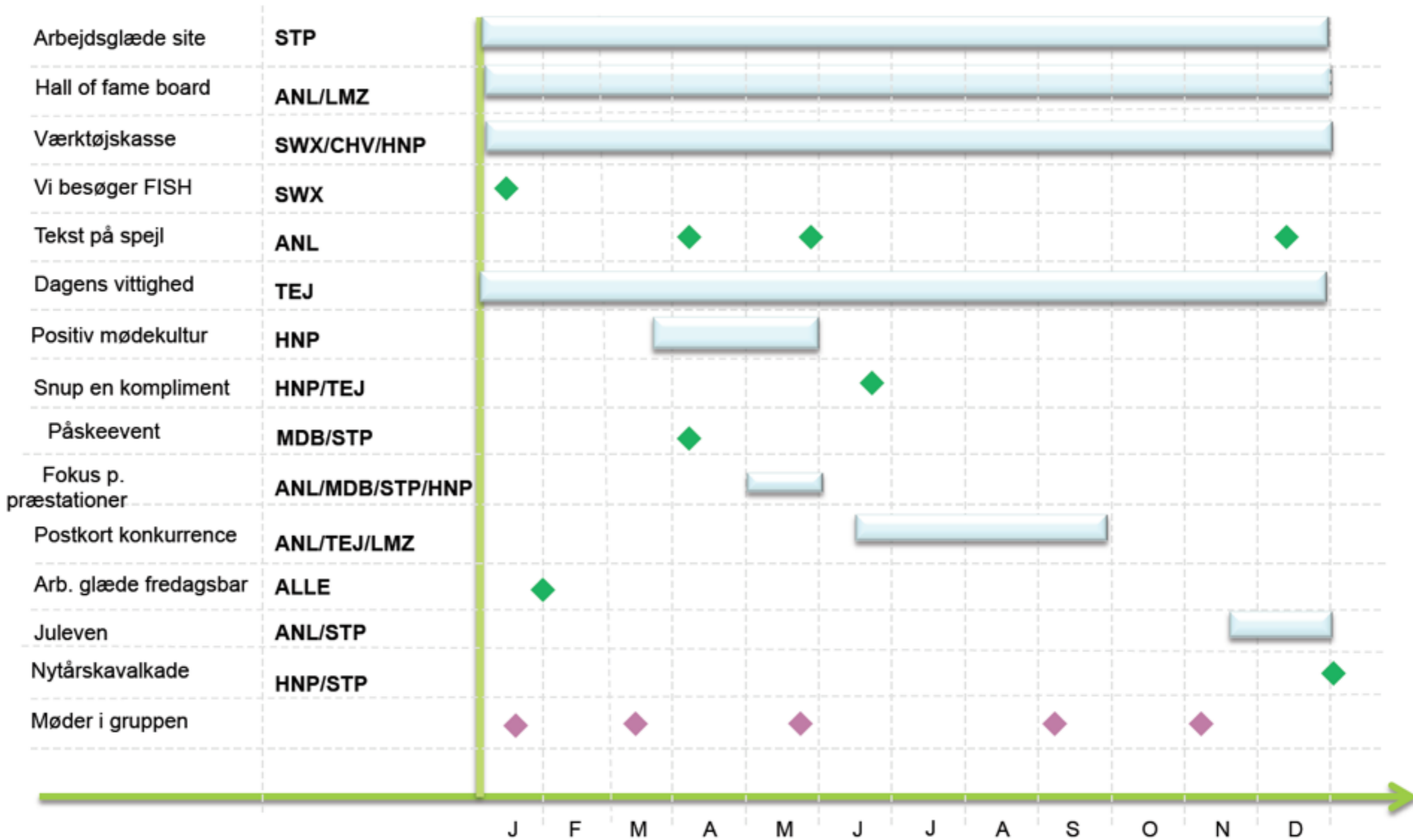
Create a specific plan

Both results & relationships plans

Executes their actionplan

# Projektplan arbejds glæde 2015

-  Aktivitet på flere dage
-  Endags events
-  Møder i gruppen



# Happy employees:

Are more productive

Are more creative

Have lower absenteeism

Stay with the company longer

Make customers happy

# Happy customers:

Are more loyal

Spend more money

Recommend you more

70% return rate  
of first time Disney  
visitors.

WALT DISNEY World®

“Disney Customer Service Experience”





# Happy community:

Gives you the joy of knowing that your work has a net positive effect.

This gives work meaning and purpose.

Make happiness at work your  
#1 leadership goal

Make others happy

- colleagues, customers,  
suppliers, partners, employees

Do something!

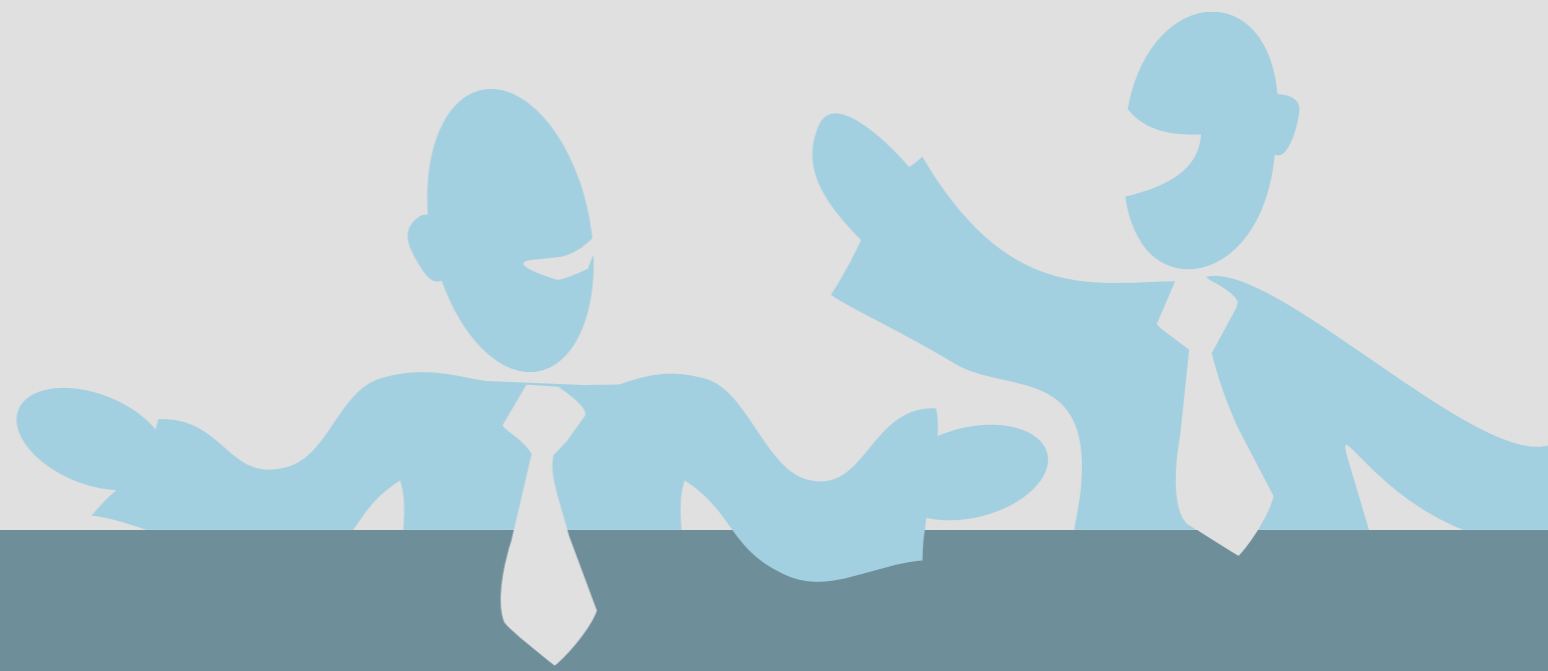
- just a small thing every day



**YOUR**

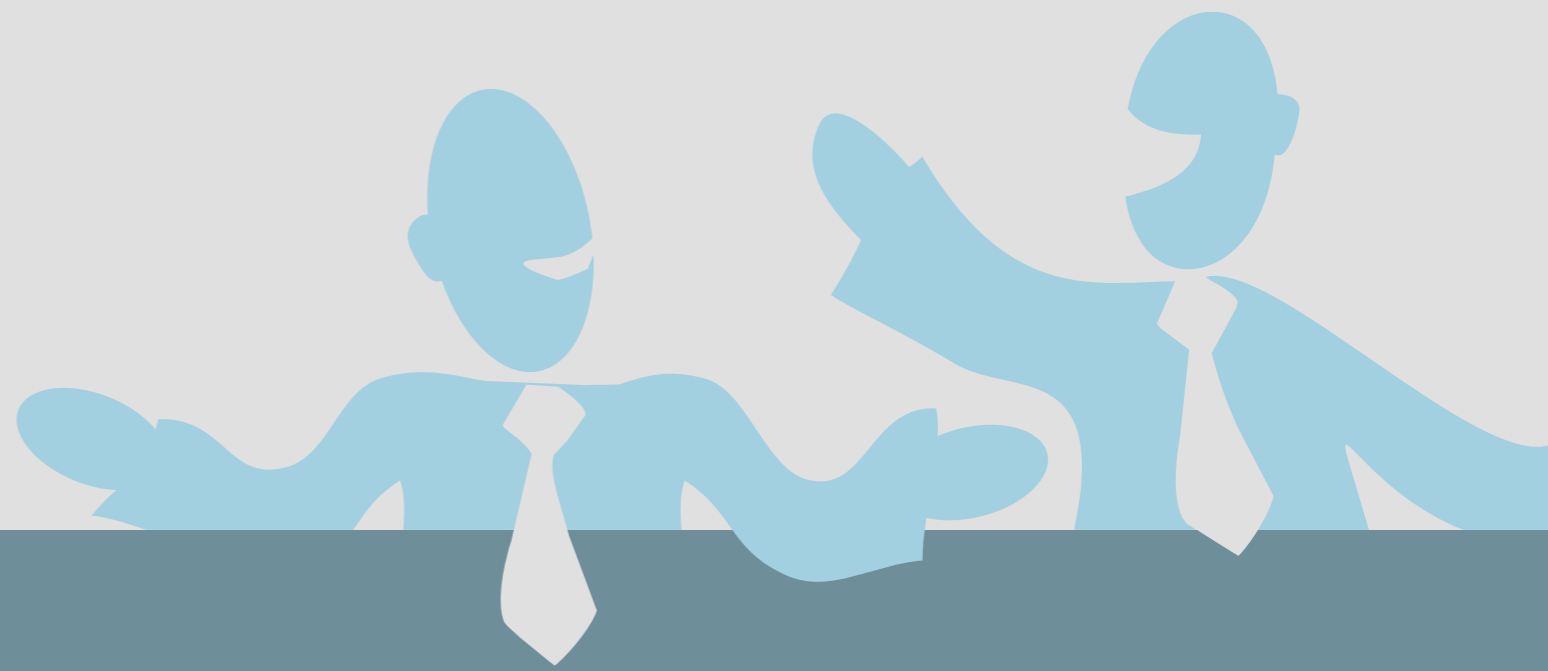
role as a leader

**What** did we learn today  
that we can use to create a  
happier and more successful  
workplace?



# Take aways

**What** will you go home and tell your organisation, management team or co-workers?



# Personal reflections

Write down up to 3 actions  
you will initiate when you're back





Thanks