

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

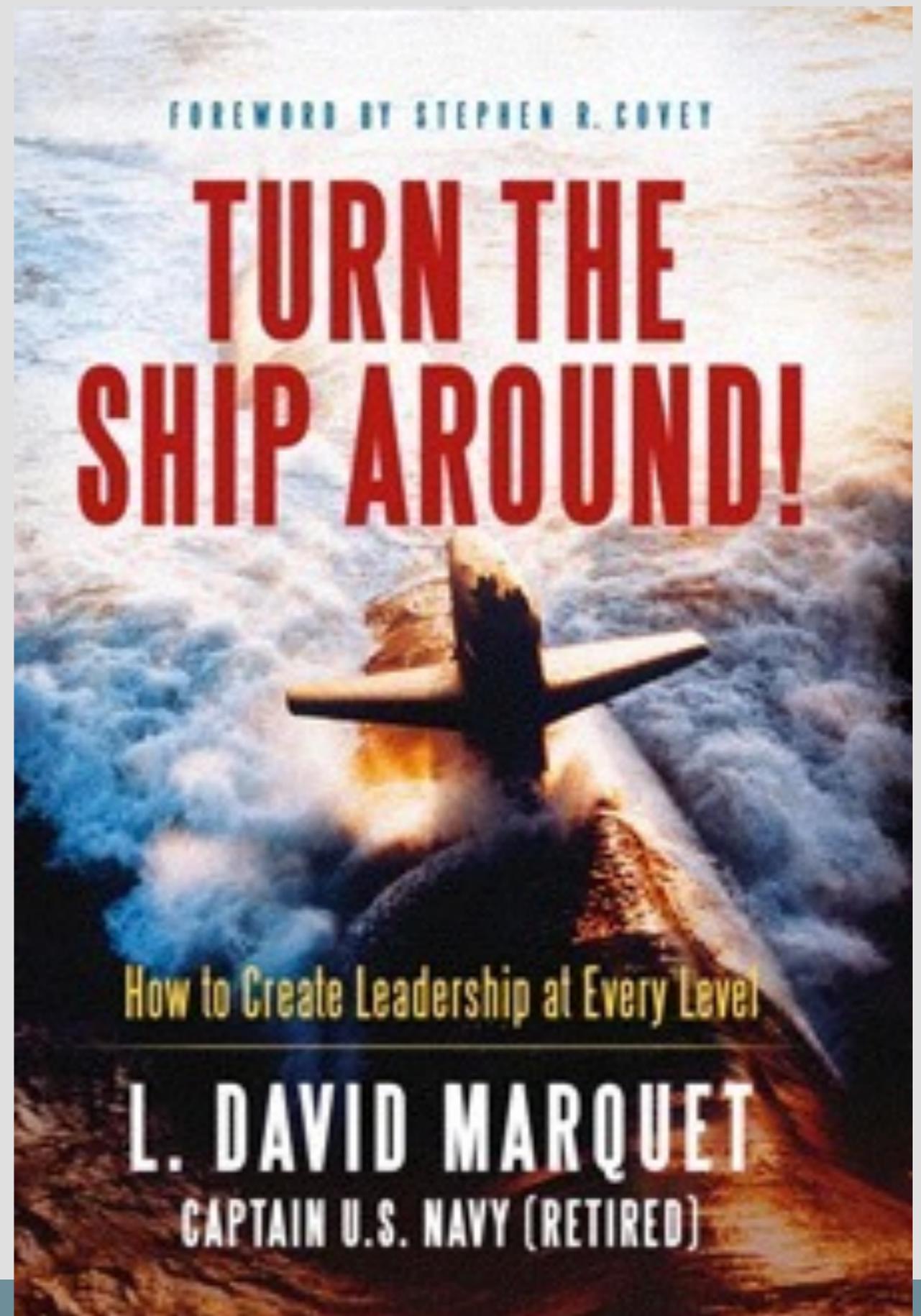
Work-life balance

“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

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

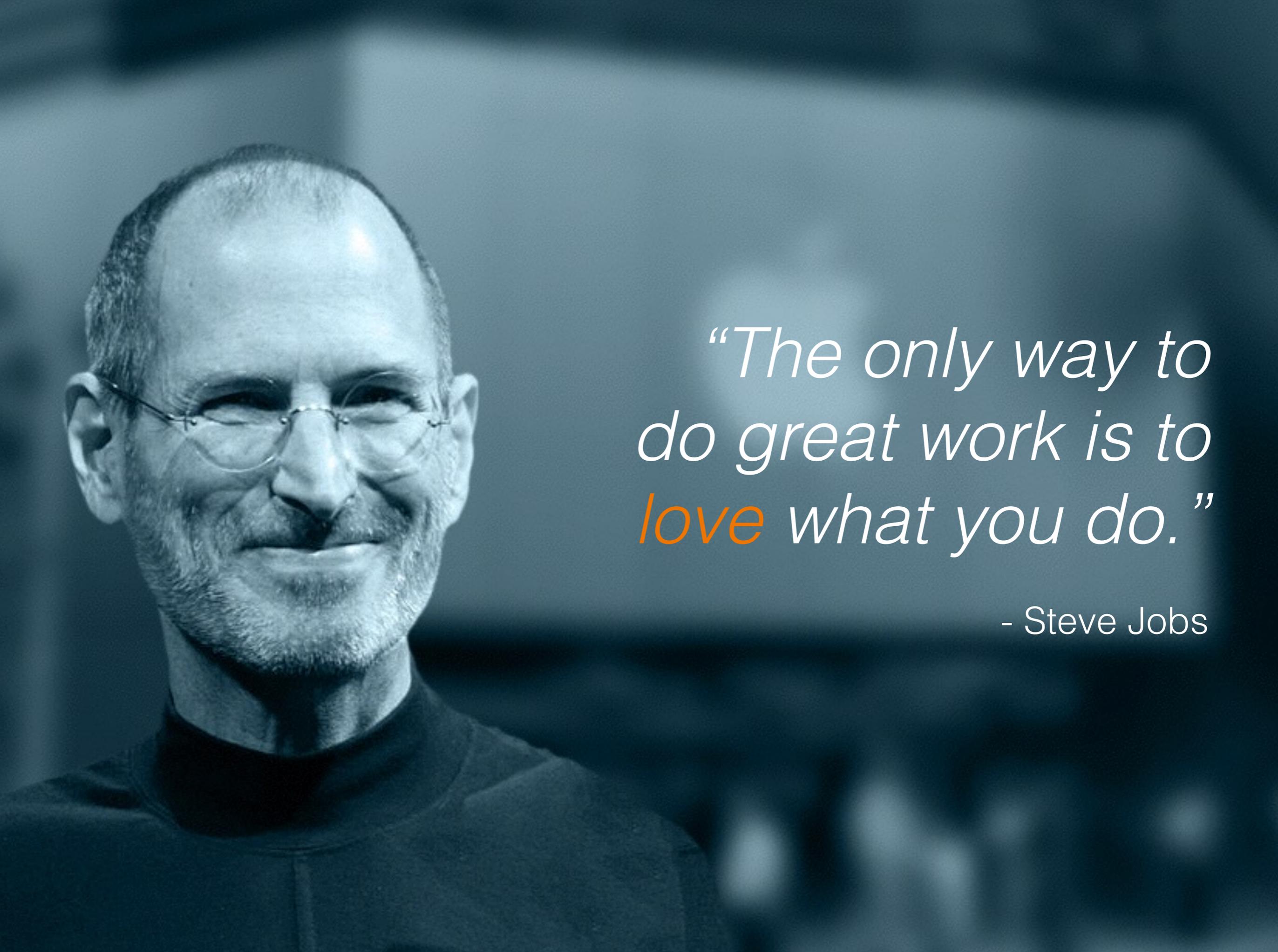
Wellbeing

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

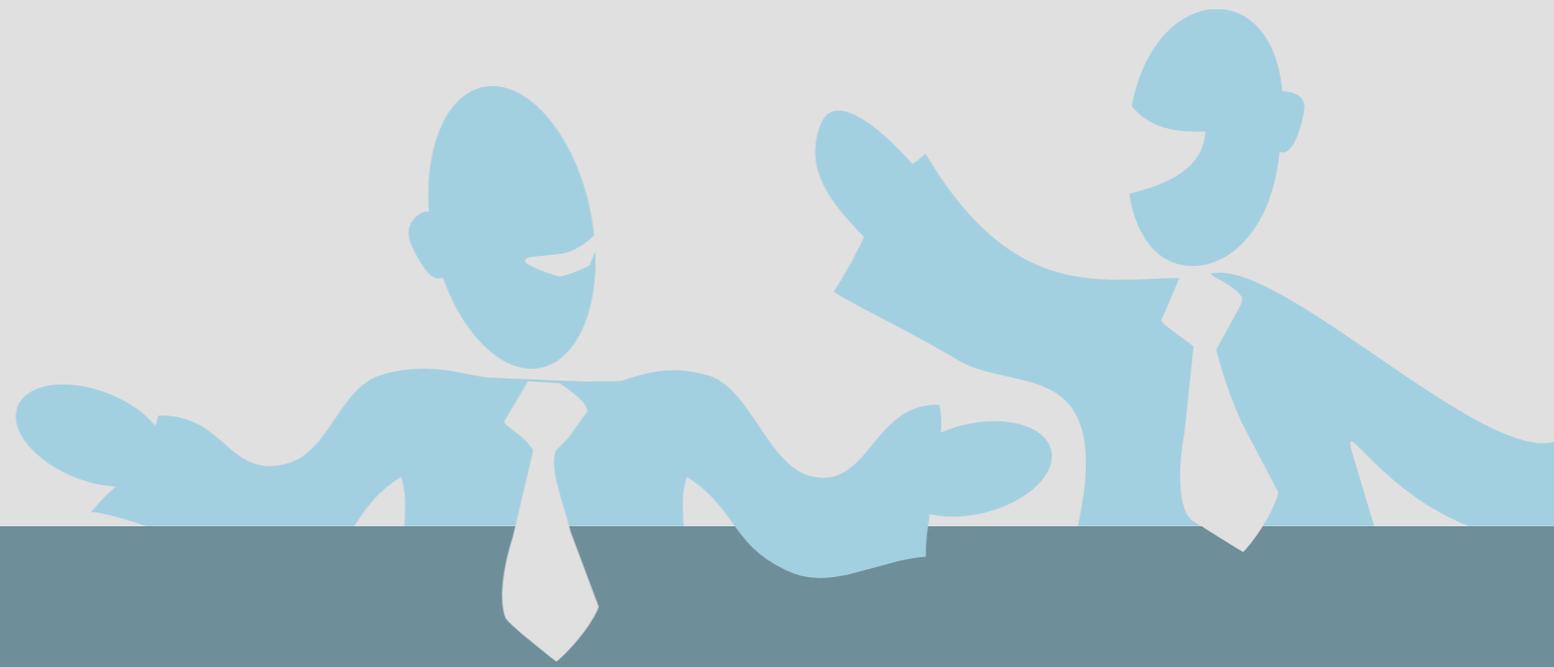


Promote and train
leaders for
happiness



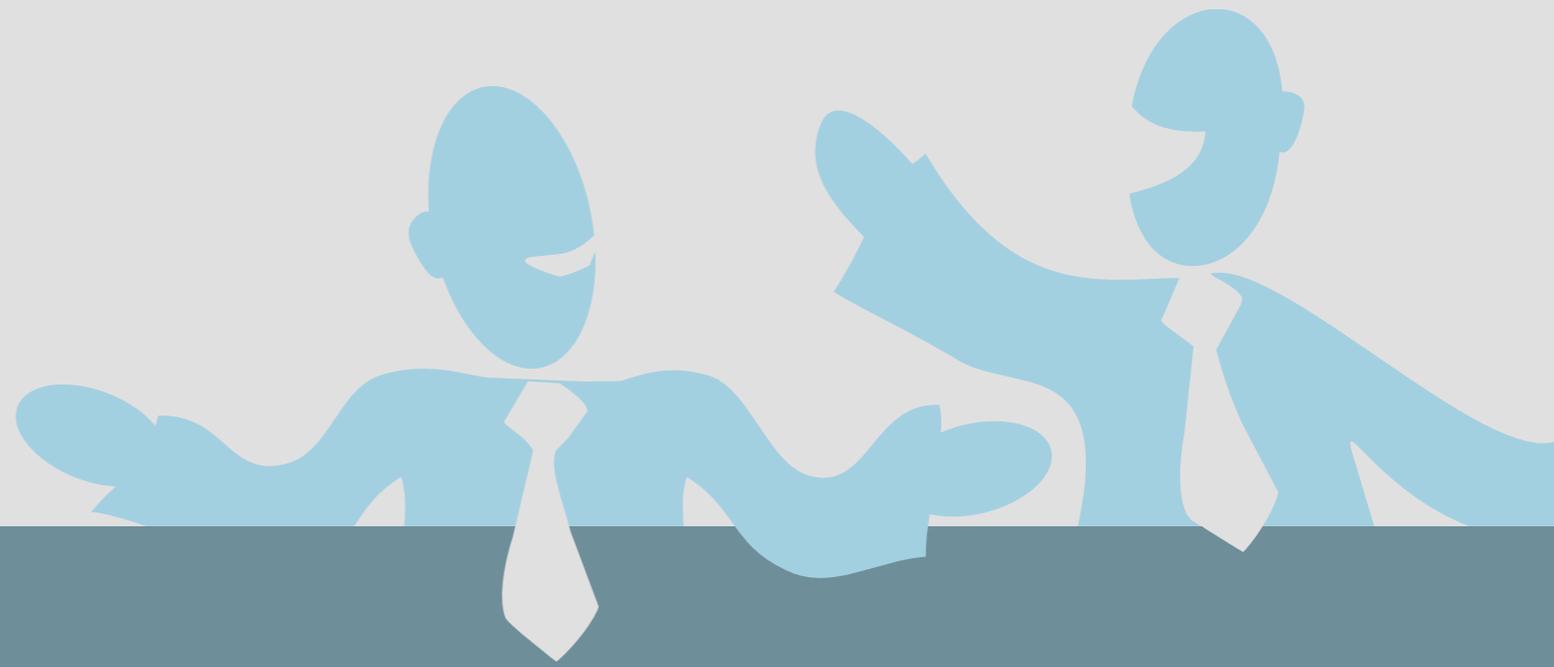
What do you
already do?

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

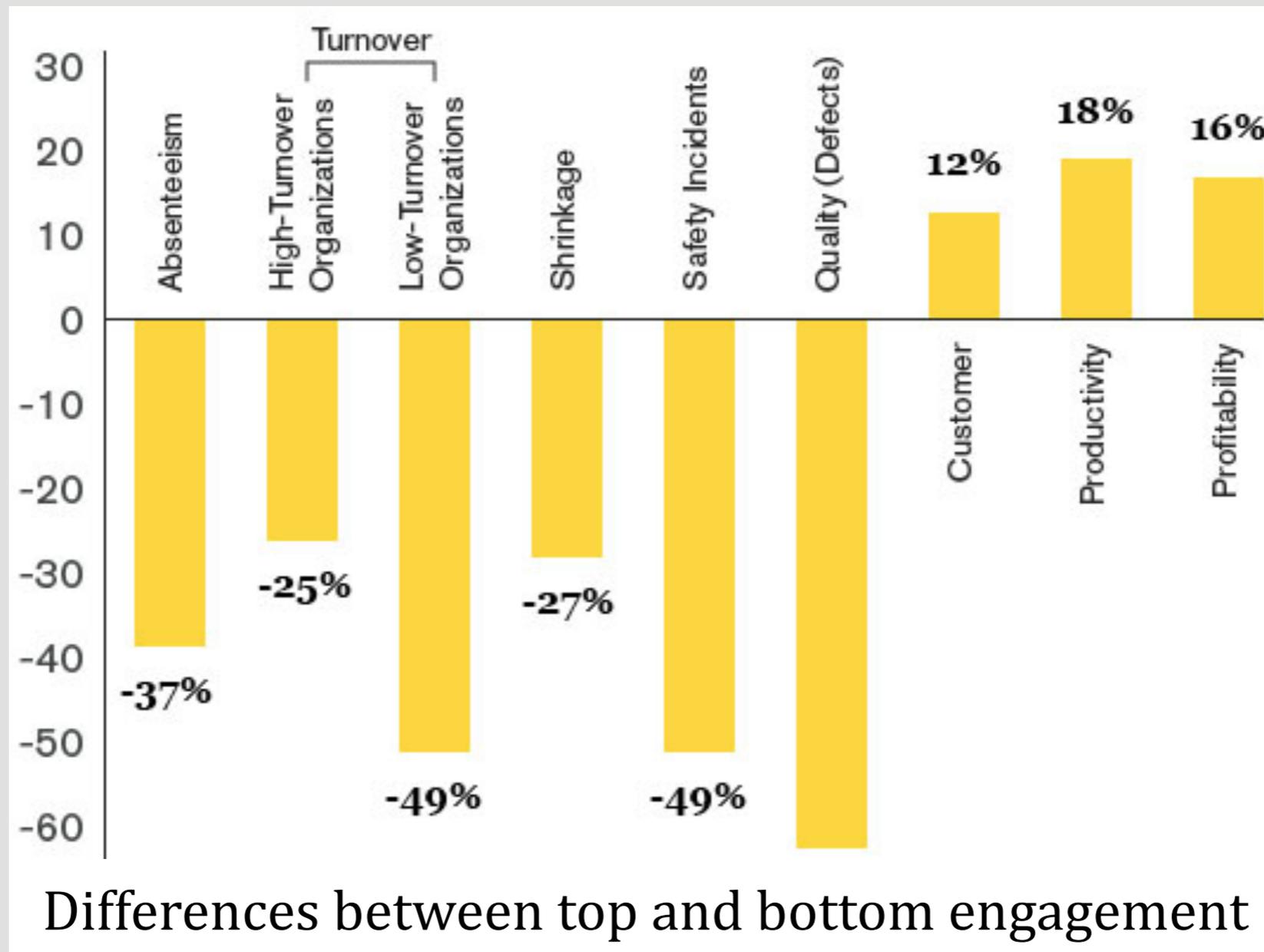
Attract talent



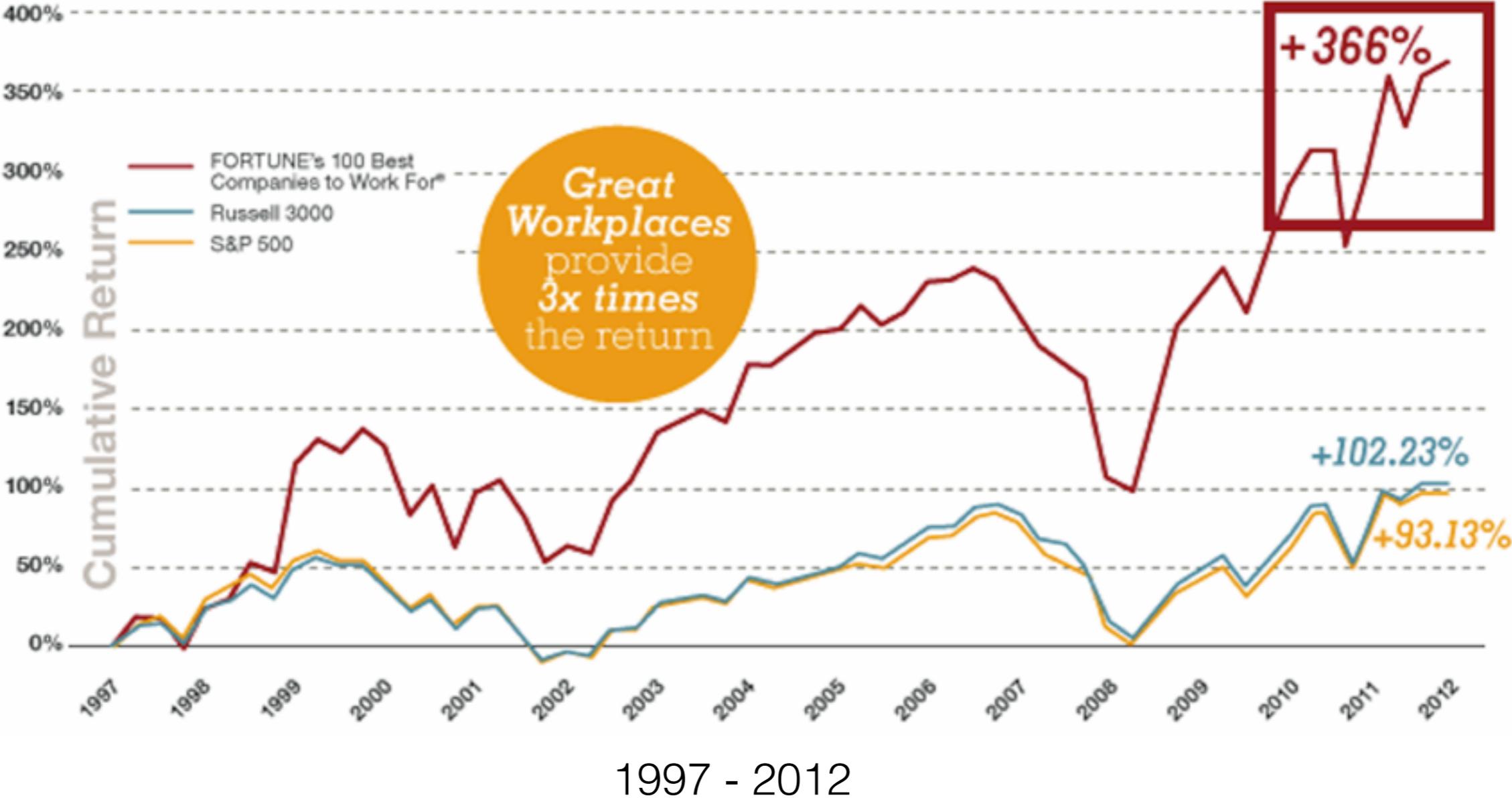


Happy workplaces
are more successful!

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



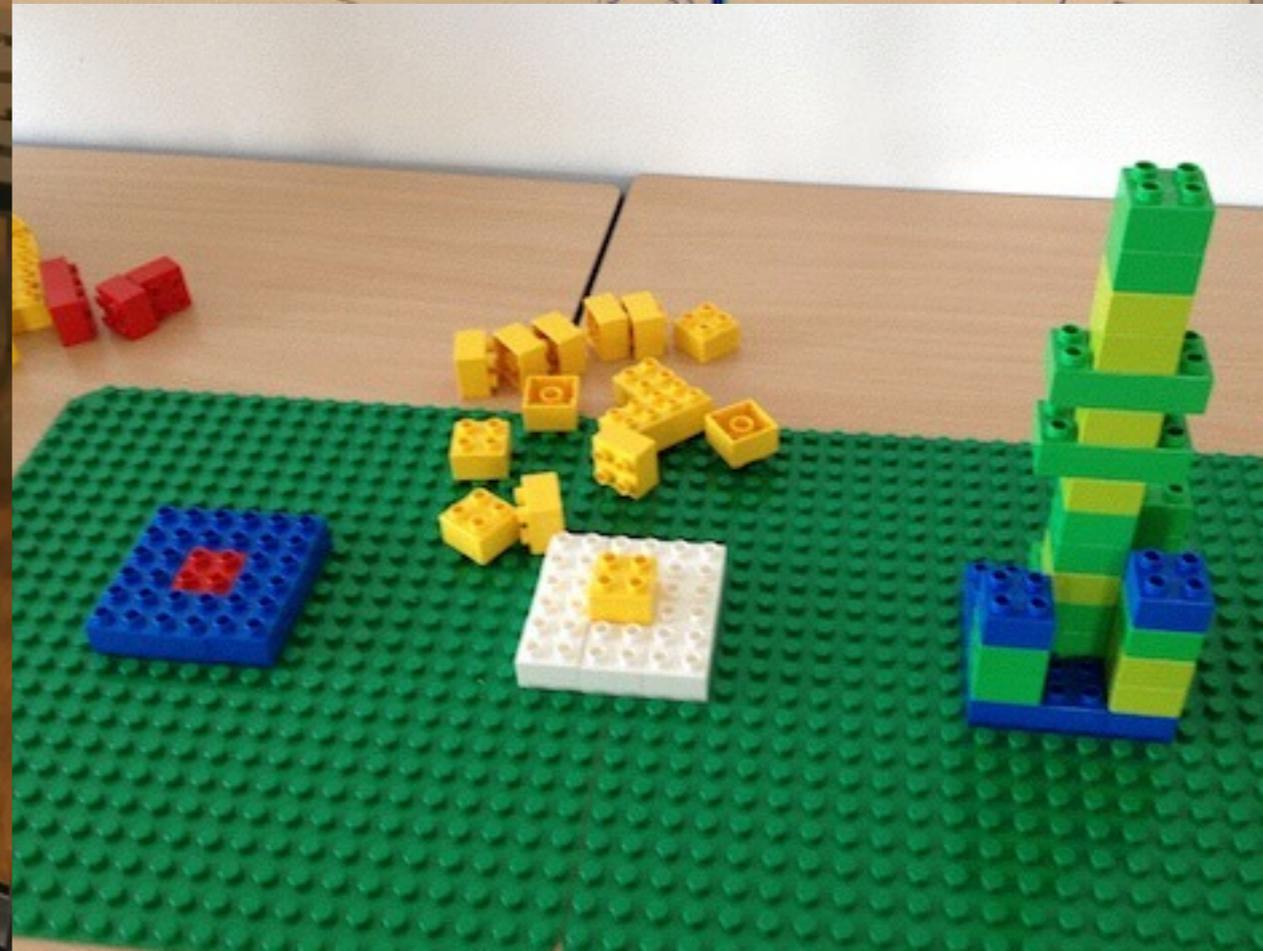
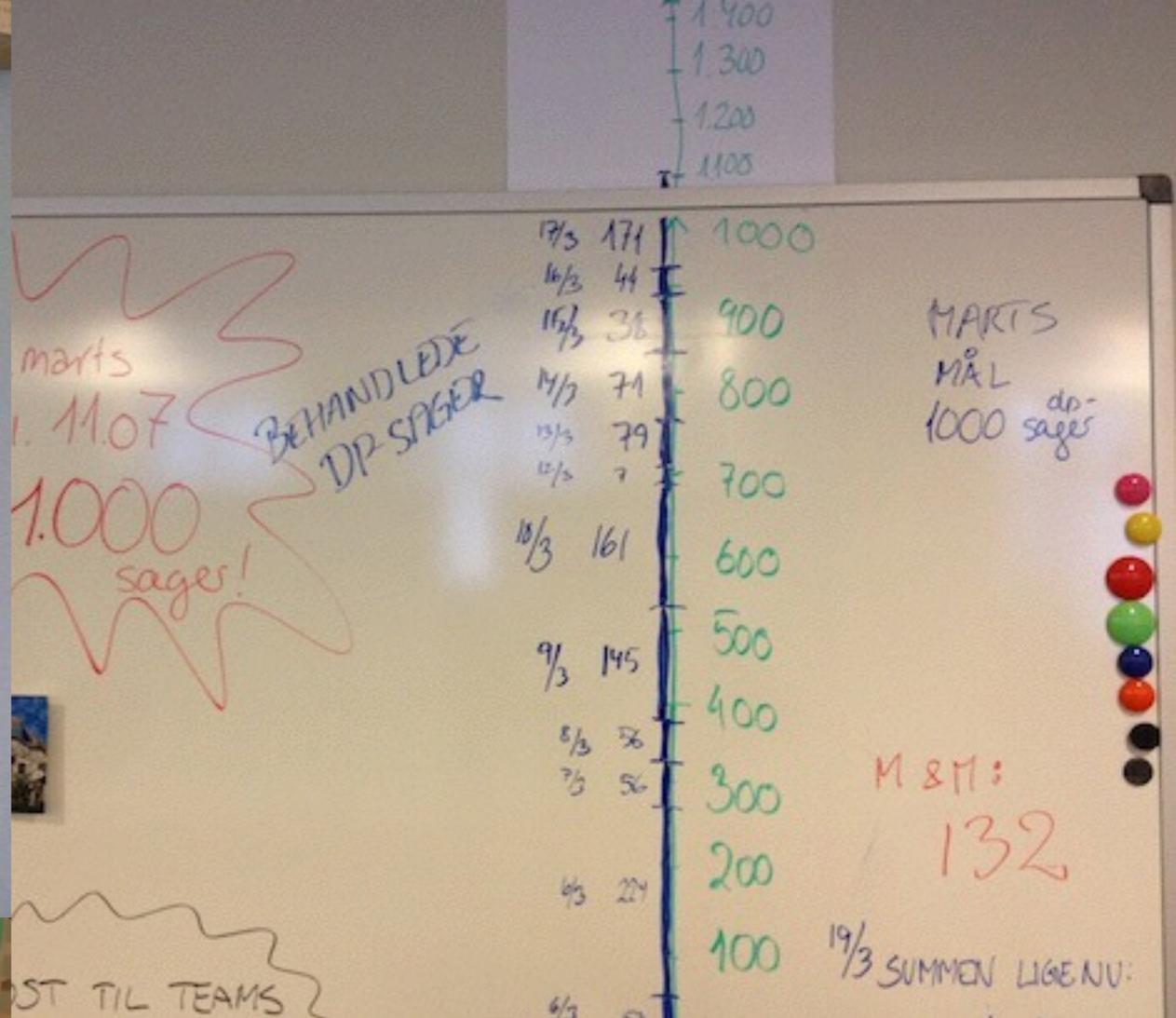
After



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*



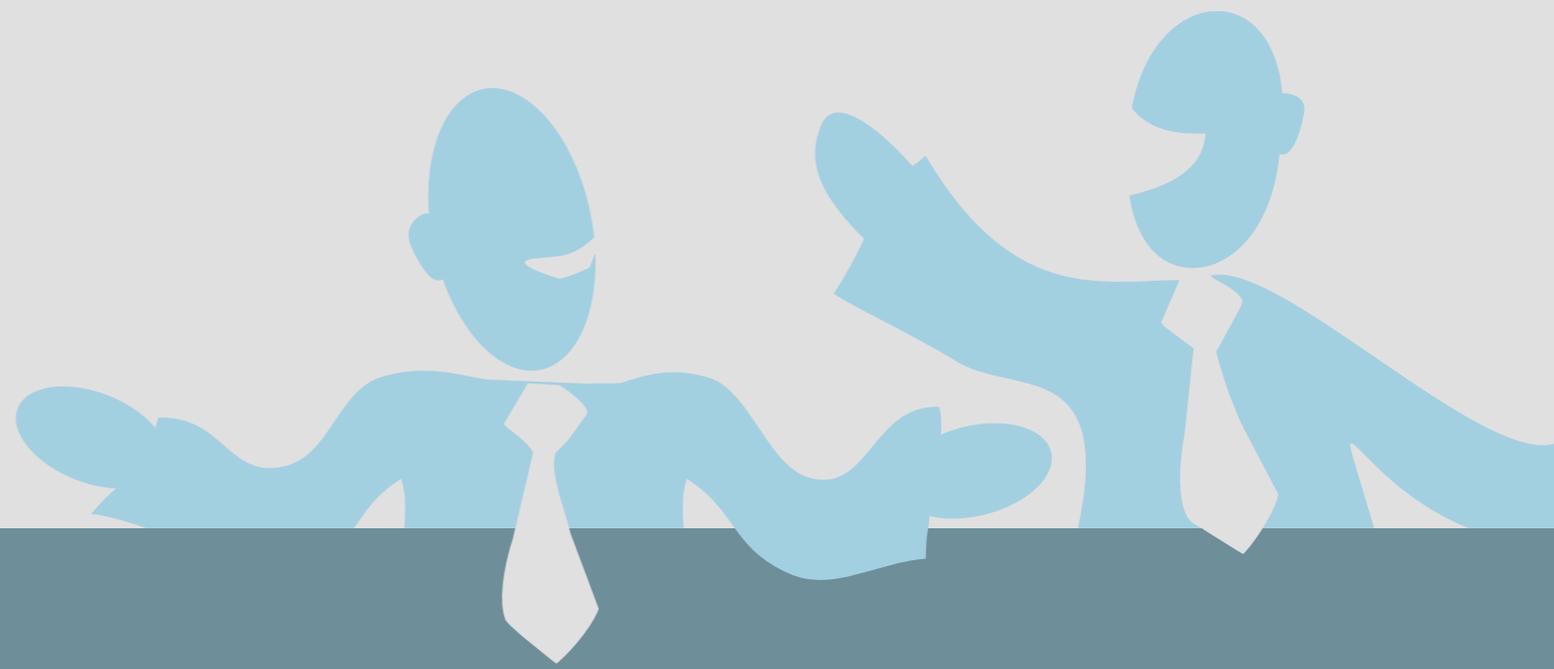
Inner work life has a profound impact on workers' creativity, productivity, commitment and collegiality.

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* Series

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



quirk DEMOCRACY

HOT TOPICS



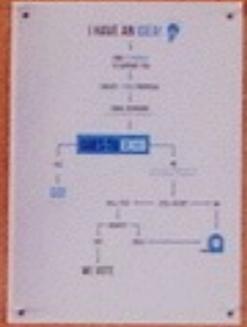
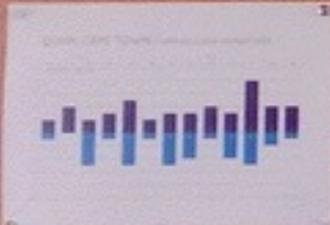
YEAR-END PARTY 2013

WANT TO ADD YOUR SUPPORT TO ONE OF THESE IDEAS? Send a mail to the contact person... they will confirm the support and we will add it to the board.

QUIRK FLASH DRIVES

PLEASE DO NOT MAKE ADDITIONS TO OTHER PROPOSALS

Remember: please post your proposal and vote support for your specific idea.



AWESOME SALAD CLUB

... ..

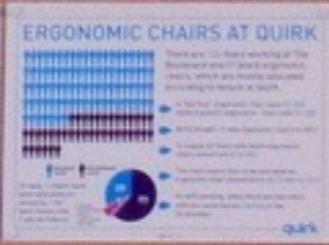
IT'S HAPPENING

- SELF-DEFENCE CLASSES
- UPGRADE SERVER TO GRAILS
- BEER FRIDGE
- BALCONY BENCHES
- QUIRK COOKER
- QUIRK CRAFTING SESSIONS
- WHY NOT WiFi?

- GROUP MAIL POLLS
- DRIVING COSTS > R2.50/KM



Category	Value
Various categories	Varies



.. COST .. MONTH R9352	.. COST .. MONTH R1000	.. COST .. MONTH R1800
.. COST .. MONTH R3079.35	.. COST .. MONTH R754.38	.. COST .. MONTH R4200

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



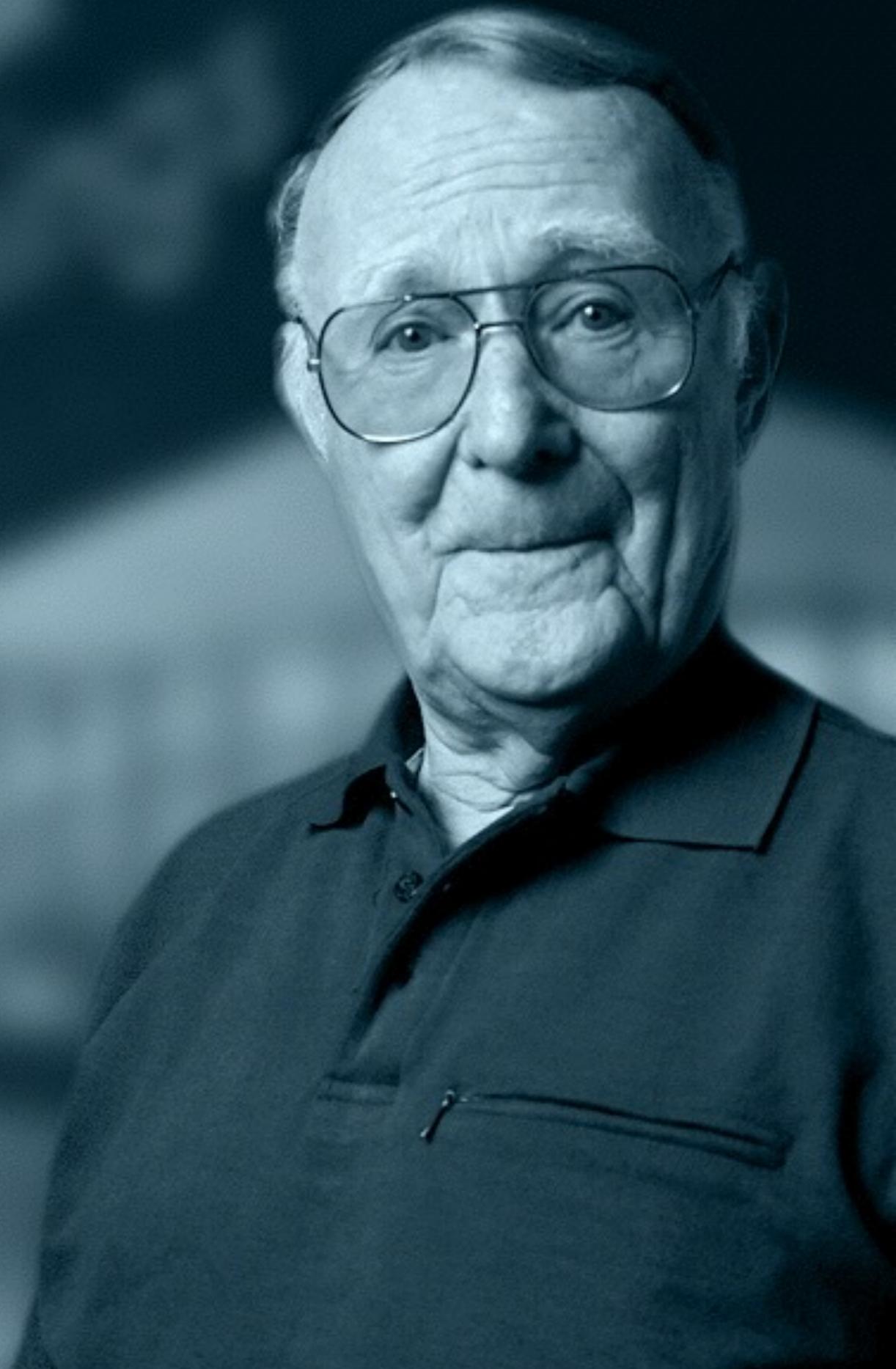
ROBERT I. SUTTON, PHD
Author of *Good Boss, Bad Boss*

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 logo for SEB, consisting of the letters S, E, and B in a bold, white, sans-serif font, separated by vertical bars, set against a dark blue background.



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



- Colleen Barrett
- Former President Southwest Airlines

Recognize those
helping others





nextjump



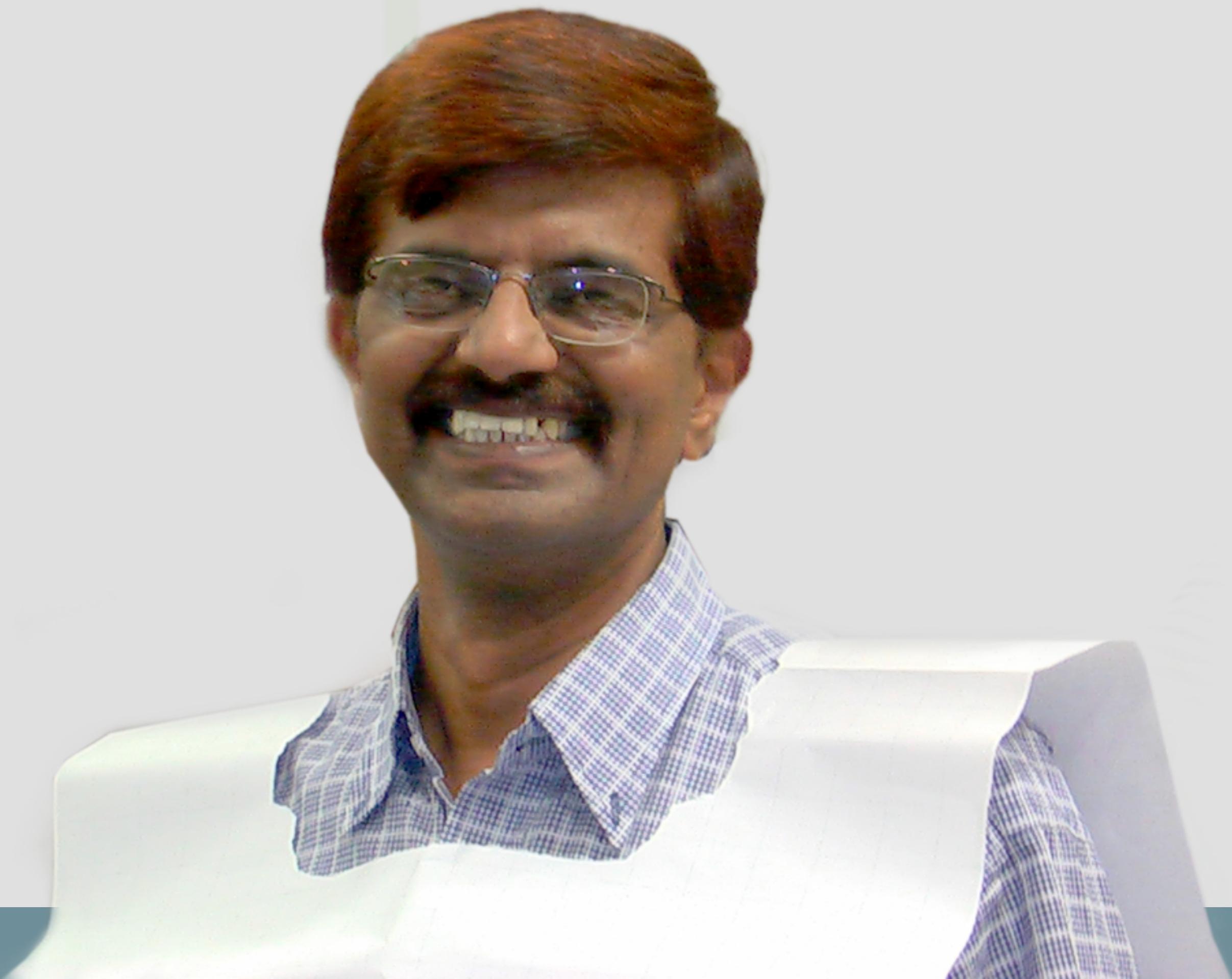
AVENGERS 2013

Help employees
praise each other



Feedback ideas





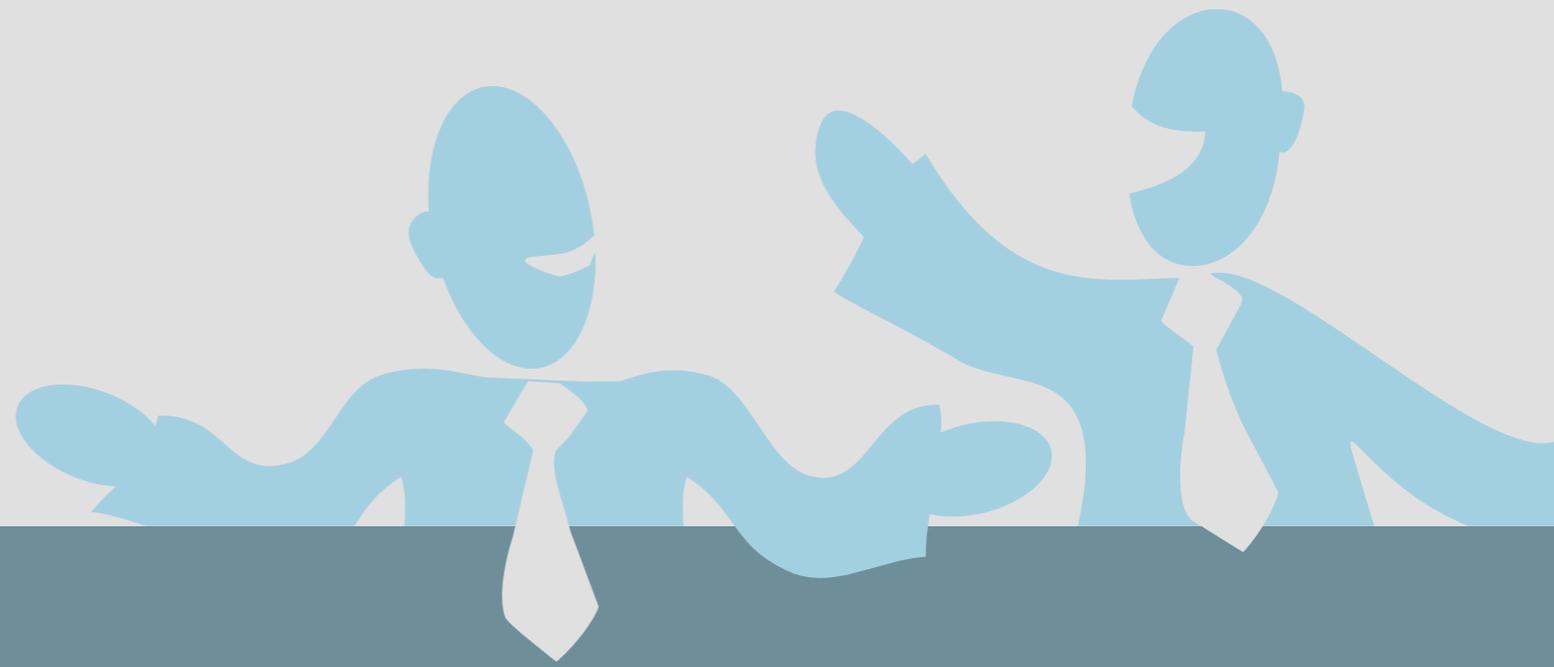
Celebrate your victories
- both big and small





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

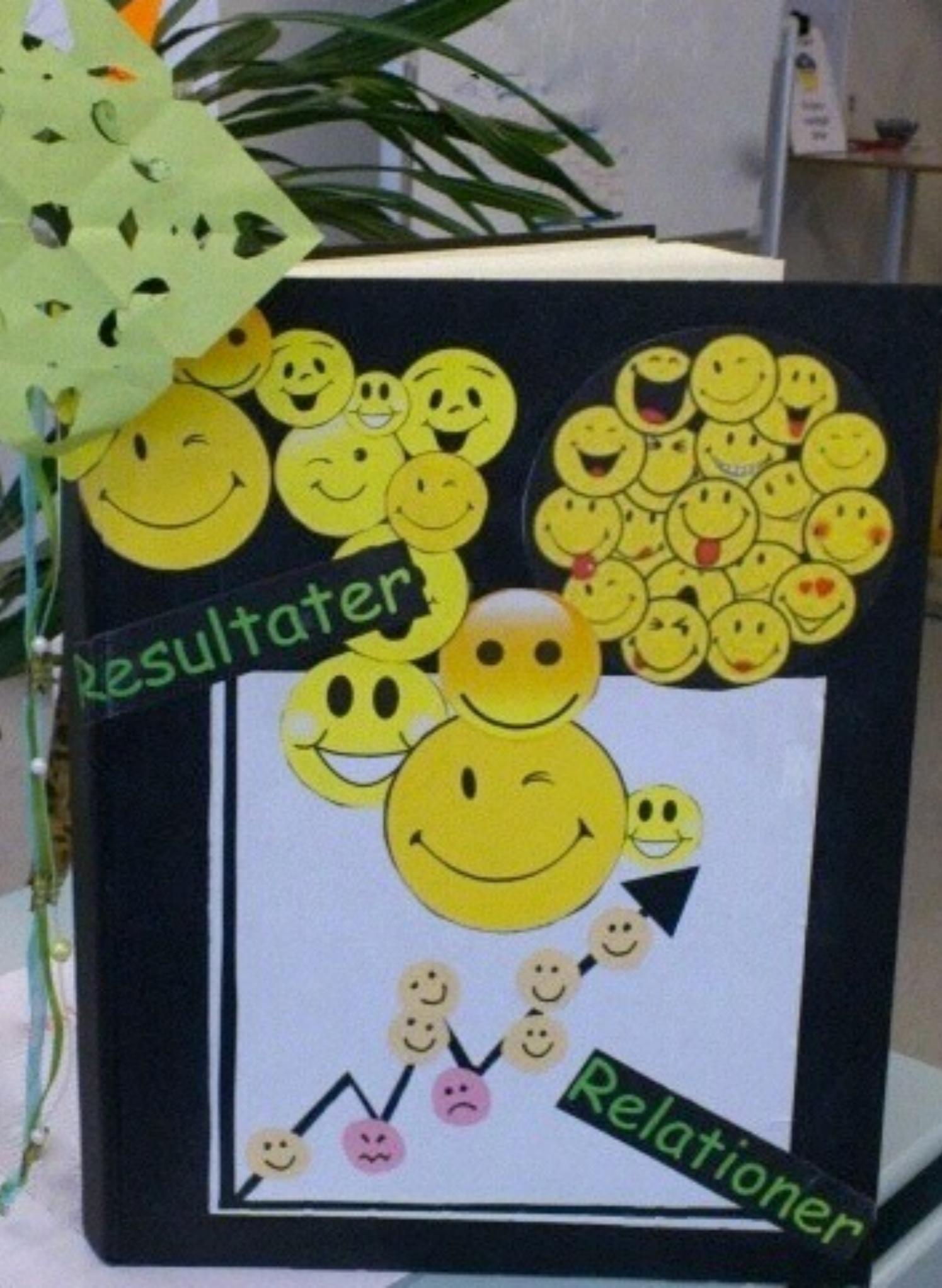
Take 5



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

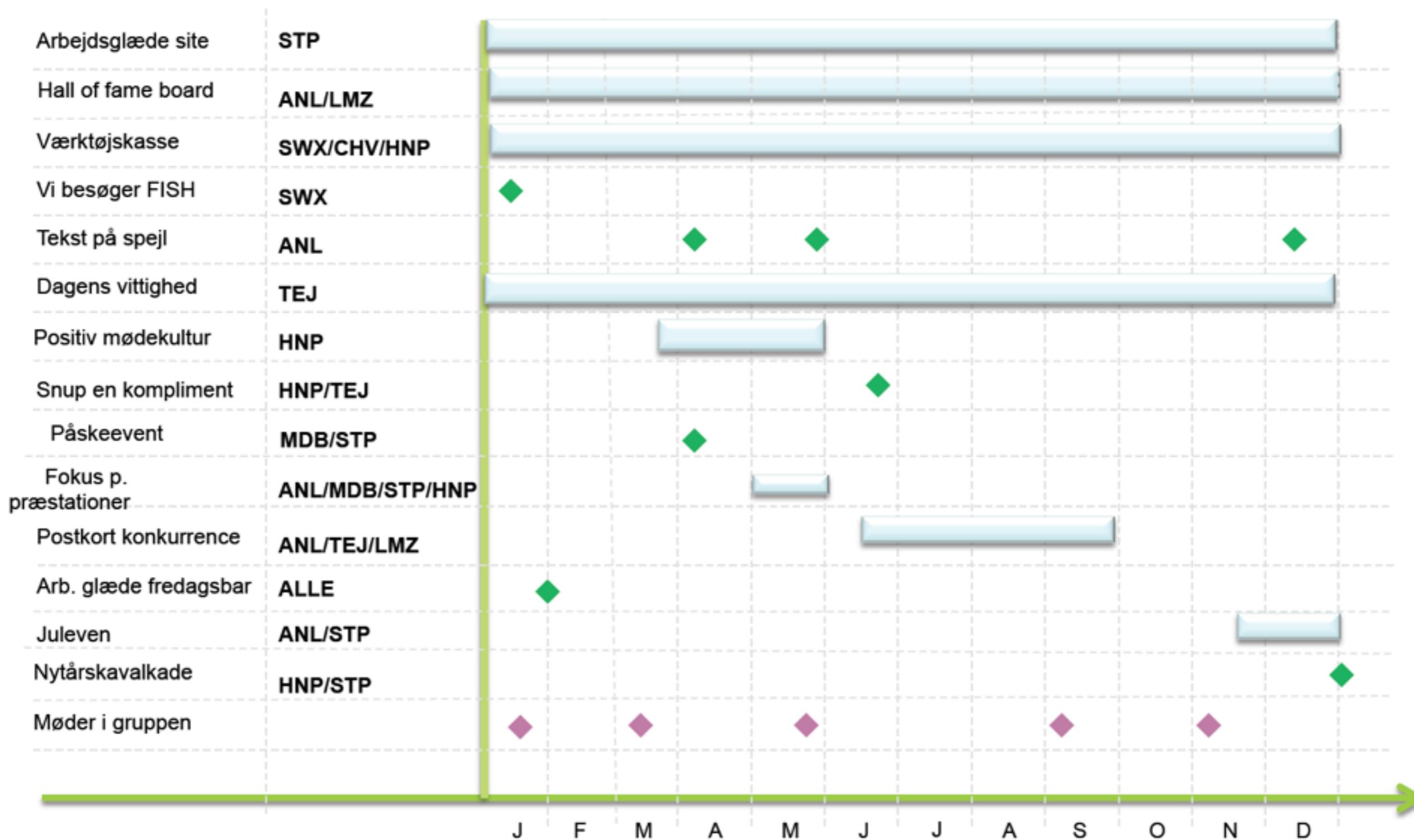
Create a specific plan

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!

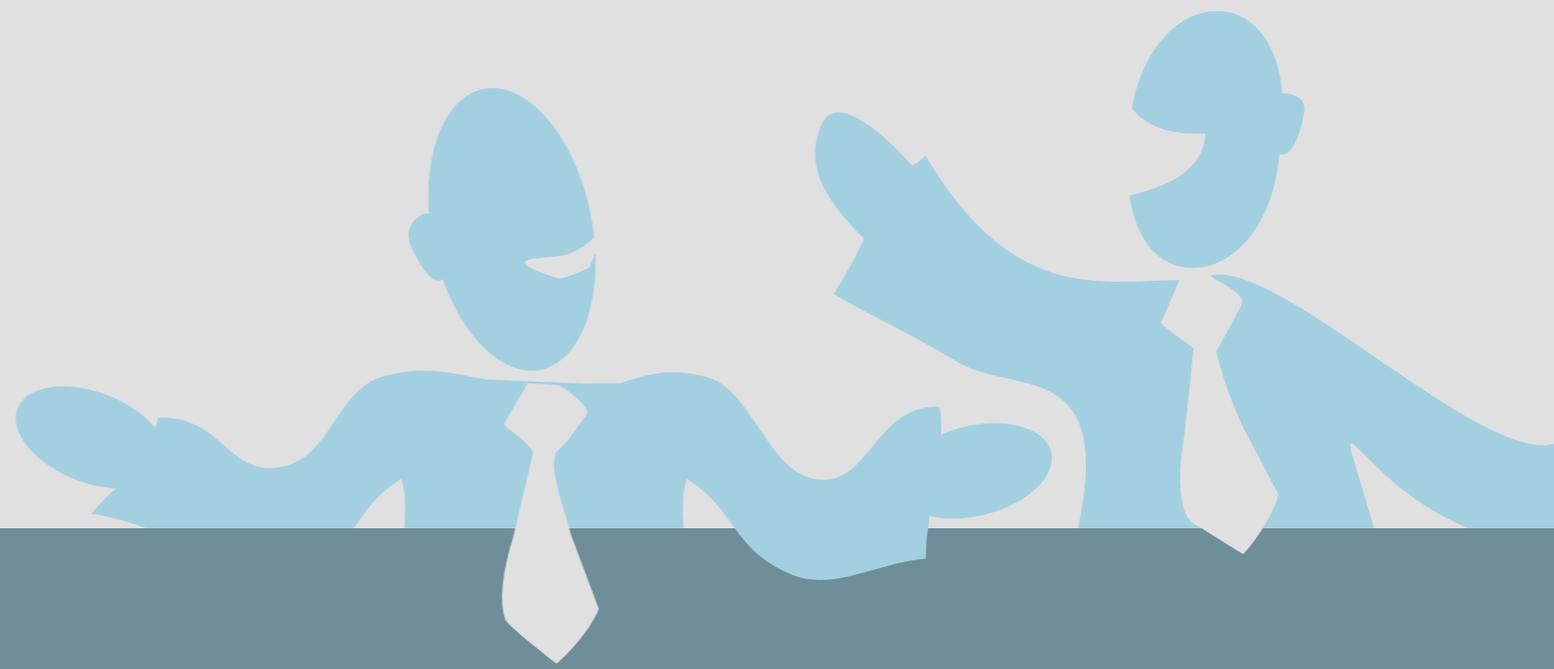
- just a small thing every day



YOUR

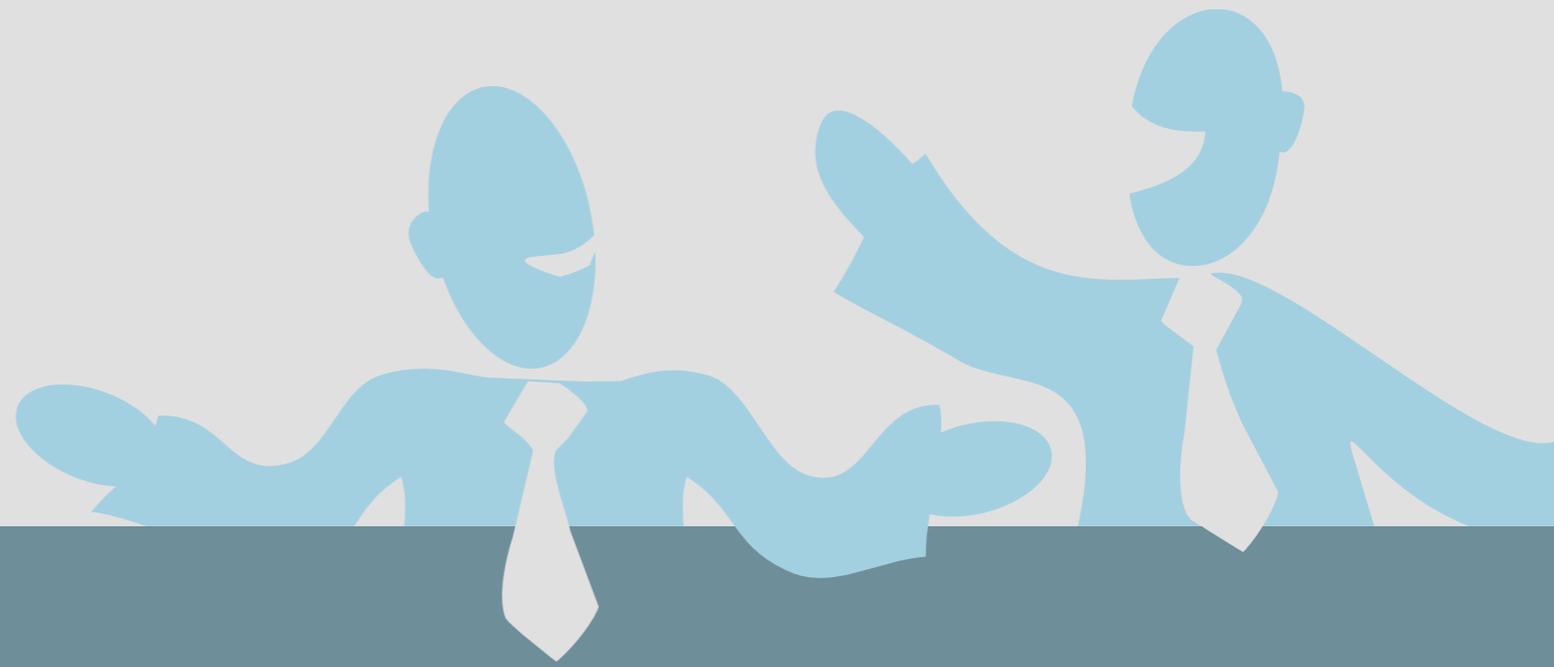
role as a leader

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