The science of happiness at work
ASK me anything
You’ll get my SLIDES
What affects well-being

- Compensation
- Perks
- Titles/promotions

Well-being

What well-being affects

- Productivity
- Absenteeism
- Staff turnover
THINKING, FAST AND SLOW

DANIEL KAHNEMAN

WINNER OF THE NOBEL PRIZE IN ECONOMICS
Kahneman's hybrid model of well-being

**In the moment**
- More emotional
- Automatic

**Happiness at work**

**After the fact**
- More rational
- Requires effort

**Job satisfaction**

**Productivity**

**Creativity**

**Motivation**

**Engagement**

**Resilience**

**Teamwork**

**Health**

**Life happiness**

**Profits**
Happy workplaces make more money.

Satisfied workplaces don’t.
Joy, serenity, hope, gratitude, amusement, interest, pride, awe, love, inspiration
Alarm, aversion, indifference, anger, sorrow, fear, frustration, embarrassment, hate, avarice
Joy, serenity, hope, gratitude, amusement, interest, pride, awe, love, inspiration

Alarm, aversion, indifference, anger, sorrow, fear, frustration, embarrassment, hate, avarice
Happiness at work
(Experienced well-being)

Job satisfaction
(Evaluated well-being)

Compensation
Perks
Physical work environment
Titles

Productivity
Creativity
Motivation
Engagement
Resilience
Teamwork
Health
Life happiness
Profits

Kahneman’s hybrid model of happiness
Source: Living Links, Yerkes National Primate Research Center, Emory University, Atlanta, Georgia 30329, USA (Frans de Waal & Sarah F. Brosnan)
Make us unhappy when they are not fair.

Make us satisfied (not happy) when fair.

Salary, bonuses, perks, pension, promotions, physical work environment etc…
3 reasons why these factors don’t make us happy at work

1. They create satisfaction not happiness
2. Hedonic adaptation
3. They invite comparison with others
Happiness at work (Experienced well-being)

Job satisfaction (Evaluated well-being)

Productivity
Creativity
Motivation
Engagement
Resilience
Teamwork
Health
Life happiness
Profits

Negative effect:
Unfairness
Loss aversion

Physical state
Life situation

Compensation
Perks
Physical work environment
Titles

Kahneman’s hybrid model of happiness
Tell me about one of your **best** experiences at work. One that made you very happy!
Results
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
Good results:

Resources
Autonomy
Meaning
Feedback
Relationships
Results
Relationships
Why these two?
Include them in everything
We are all different
Happiness at work ( Experienced well-being)

Job satisfaction ( Evaluated well-being)

Physical state
Life situation

Results
Relationships

Compensation
Perks
Physical work environment
Titles

Negative effect:
Unfairness
Loss aversion

Productivity
Creativity
Motivation
Engagement
Resilience
Teamwork
Health
Life
Happiness
Profits

Career choice

Kahneman's hybrid model of happiness
ANYONE can be happy at work
WHY

does it matter
Why is happiness at work good for you?
Time
Health
Life
Success
Happiness makes you more successful

More productive
More creative
More helpful
Better at service
More focused on quality
Better team-players
More open
More likeable
Show more empathy
More resilient
Sell more
More optimistic
More motivated
More engaged
More energetic
Learn faster
Better leaders
Success

↓

Happiness
Happiness

Success
Articles
The relationship between job satisfaction and health: a meta-analysis
E. B. Faragher, M. Cass & C. L. Cooper

A meta-analysis of the relationships between individual job satisfaction and individual performance
M. M. Petty, Gail W. McGee & Jerry W. Cavender
(Academy of Management Review, 1984, Vol. 9, No. 4)

A meta-analytic examination of the relationship between job satisfaction and subjective well-being
Nathan A. Bowling, Kevin J. Eschleman & Qiang Wang
“The business of business is business”
- Milton Friedman
“The business of business is happiness”
- Woohoo Inc
Happy workplaces make more money!
1: Employees
2: Customers
3: Stockholders
Books
The Service Profit Chain
James L. Heskett, W. Earl Sasser Jnr, Leonard A. Schlesinger
Simon & Schuster, 1997
ISBN: 978-0684832562
What did we learn today that we can use to create happier workplaces?

Do we have any questions?
Thanks