Thriving Workplaces
Where people can grow and flourish
Dr Tim Anstiss
Introduction
Thriving and Flourishing
Role of Management
Thriving Workplace Model
Maslow
Ways forward
And I will send you these chapters.

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Tim

Occupational Health

Trainer

Author

Lecturer

RPA

The Rugby Players Association

Henley Business School

The Academy for Health Coaching

MI in Coaching and Mentoring

Compassion at Work

Wellbeing coaching at Work
Dr Tim

800 managers and clinicians
- Personal wellbeing course
- Motivational Management course

7 NHS trusts
- 12 partnership projects using Appreciative Inquiry

Mental Health Campaign for professional Rugby (and men)

Interactive online stress and burnout reduction, resilience and wellbeing improvement course

20% increase in wellbeing
30% reduction in stress
Wellbeing, Thriving and Flourishing
At work
Negative Psychology

Most psychology research since the war has focused on the negative – what’s wrong with people:

depression, anxiety, criminality, alcoholism, OCD, eating disorders, personality disorders, suicide, anger, etc
What’s wrong with people?

Topics in Psychology Journals (1887-2001)

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17 : 1
What’s right with people?

- Wellbeing
- Life satisfaction
- Happiness

Psych abstract

Articles

Wellbeing in PubMed
The field of Psychology has, since World War 2, become a science and practice of healing. It concentrates on repairing damage within a disease model of human functioning.

I proposed changing the focus of the science and the profession from repairing the worst things in life to understanding and building the qualities that make life worth living.

I call this new orientation “Positive Psychology”

Martin Seligman
President APA
The concerns of Positive Psychology

- Positive emotional states
- Lives that go well
- Optimal human functioning
- Human thriving and flourishing
- Human strengths and resilience
- Institutions which enable the above
Positive psychology is a proper field and not a fad

Dedicated peer-reviewed Journals

Text books

Positive psychology at work

Positive clinical psychology

Conferences

Masters degrees
A student of this stuff..
Wellbeing as ‘Feeling Good’
(SWB, subjective wellbeing)

Subjective Wellbeing

Positive emotions
- Contentment
- Happiness
- Hope
- Joy
- Acceptance
- Awe
- Love
- Friendship
- Curiosity
- Pleasure
- Fun
- excitement
- etc

Negative emotions
- Sadness
- Worry
- Anger
- Hate
- Anxiety
- Bitterness
- Shame
- Guilt
- Depression
- Disgust
- Stress
- etc

Satisfaction with life
- Overall
- Domains:
  - Health
  - Appearance
  - Love life
  - Work
  - Neighbourhood
  - Relationships
  - Finances
  - Home
  - Etc.
Wellbeing as ‘Doing Well’
(Flourishing, Thriving)

‘a dynamic state in which the individual is able to

• develop their potential
• work productively and creatively
• build strong and positive relationships with others
• contribute to their community.

Government Foresight Report:
Mental Capital and Wellbeing.

εὐδαιμονία
Eudamonía
Flourishing
Living your best possible life
Dual Axis Model of mental health

Corey Keyes

Mental illness severity continuum

- Medicine
- Psychiatry
- Clinical psychology
- Psychotherapy, eg - CBT

Mental health continuum

- Coasting
- Good management

Flourishing (20%)

- Relative free from symptoms and flourishing

Languishing (20%)

Risk factor for future mental health problems

How do we best help people Flourish?
The Happiness Formula

Happiness = S + C + V

Your Biological Set point ~ 50%
Your Circumstances ~ 15%
Volition
What you choose to do ~ 35%
Do these for two months and see the difference they make!

1. **Get physical**
   - Exercise for half an hour three times a week

2. **Count your blessings**
   - At the end of each day, reflect on at least five things you’re grateful for

3. **Talk time**
   - Have an hour-long uninterrupted conversation with your partner or closest friend each week

4. **Plant something**
   - Even if it’s a window box or pot plant. Keep it alive!

5. **Cut your TV viewing by half**

6. **Smile at and/or say hello to a stranger**
   - At least once each day

7. **Phone a friend**
   - Make contact with at least one friend or relation you have not been in contact for a while and arrange to meet up

8. **Have a good laugh at least once a day**

9. **Every day make sure you give yourself a treat**
   - Take time to really enjoy this

10. **Daily kindness**
    - Do an extra good turn for someone each day
Wellbeing Theory

Flourish
Martin E. P. Seligman

Wellbeing

P
Positive emotions

E
Engagement

R
Relationships

M
Meaning

A
Accomplishment
6 Pillars of Thriving and Flourishing

- Contact with friends
- Notice what went well
- Contact with nature
- Cultivate gratitude
- Physical activity
- Master a new skill
- Learn something new
- Acts of kindness
- Volunteer work
- Pleasurable activities
- Use strengths more
- Forgive
- Accept
- Cultivate self compassion
- Improve your sleep
- Increase time in flow
- Physical activity
- Enjoyment
- Health
- Engagement
- Positive relationships
- Meaning
- Accomplishment

- Hobbies
- Sport
- Art and culture
- Join a group
- Master new skill
- Learn something new
- Voluntary work
- Community groups
- Travel
- Use strengths more
- Increase time in flow
- Watch less TV
- Listening skills
- Contact with friends
- Positive responding
- Assertiveness
- Join a group
- Volunteer
- Express gratitude
- Spot strengths
- Acts of kindness
- Apologise
- Forgive
- Co-operate
- Trust
- Reducing contact with some people
- Clarify values
- Discover and develop strengths
- Set goals
- Help others more
- Mindfulness
- Reading
- Volunteer
- Some movies
- Some books
- Cultivate compassion
- Watch less TV
- Philosophy
- Religion
- Use strengths more
- Make progress towards goals
- Learn something new
- Develop right mindset
- Develop your skills
- Work as part of a team
- Improve something – garden, sports team, kitchen, roof, etc
- Hobbies, arts and crafts
- Help someone do something they can’t do on their own
- Watch less TV

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Management

Which behaviours matter most?
Wendell Brase

University of California
Irvine

Management

What happens?

Positive Outcomes

- 8 surveys
- Range of instruments
- Continual testing and pruning
- 1996-2005
Organisational Effectiveness

More Co-operation, More Effectiveness

(r2 = .74)
More Respect, More Co-operation

Workplace cooperation

Workplace Respect

Curvilinear regression
($r^2 = .79$)

Traditional linear regression
($r^2 = .77$)
Certain Behaviours, More Respect

6 ‘Effective Management Behaviours’

- Values peoples views
- Appreciates differences
- Values new ideas
- Communicates expectations
- Is principled
- Solves problems and conflicts
The Full Model

- Values each other's views
- Values new ideas
- Appreciates differences
- Communicates expectations
- Is principled
- Solves problems and conflicts

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Even one or two of these behaviors sharply reduces Effective Management behaviors and reduces ability to foster Workplace Respect.

- Loses temper under pressure
- Makes some people look good at other people expense
- Discourages people from bringing up problems
- Favours an 'in group' of staff
- Waits until a problem escalates before acting
- Makes people feel stupid when they disagree with them

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Leadership Qualities and Behaviors
(6 behaviors, $\alpha = .94$)

$\text{Management Detractors}$
(6 behaviors, $\alpha = .92$)

$\text{Effective Management Behaviors}$
(19 behaviors, $\alpha = .98$)

Workplace Respect Measures
(6 measures, $\alpha = .87$)

Workplace Cooperation Measures
(9 measures, $\alpha = .89$)

Effectiveness Measures
(7 measures, $\alpha = .90$)

$r^2 = .86$

$r^2 = .66$

$r^2 = .79$

$r^2 = .74$
Testing the model in the UK

Job satisfaction

Organisational effectiveness

Employee engagement

Workplace cooperation

Workplace respect

r = 0.80

r = 0.78

r = 0.74

r = 0.64

r = 0.72

r = 0.74
Testing the model in the UK

Dashboard

6 Effective Management behaviours

- Employee wellbeing
- Workplace respect
- Workplace cooperation
- Job satisfaction
- Organisational effectiveness

- $r = 0.47$
- $r = 0.73$
- $r = 0.84$
- $r = 0.19$
- $r = 0.35$
- $r = 0.79$
- $r = -0.59$
- $r = -0.51$
- $r = -0.65$
- $r = 0.47$
- $r = 0.19$
- $r = 0.35$
- $r = 0.79$
- $r = -0.51$
- $r = -0.65$

6 Undermining management behaviours
Better Individual Outcomes

Health and Wellbeing
Job Satisfaction
Professional and Personal growth & development

Reduced stress
Engagement

Better Organisational Outcomes

Retention
Quality and Performance
Safety
Continuous Improvement
Rate of innovation
PR and reputation
Reduced costs
Revenues

Better Organisational Outcomes

Communicates Expectations
Values Ideas
Appreciates Differences
Solves problems
Is principled

Models the way
Inspires a shared vision
Challenges the process
Engages the heart
Enables people to act

Trust
Respect
Understanding
Cooperation & Compassion
Engagement & Empowerment

Critical Leadership Behaviours

Critical Management Behaviours
Different Workplace Climates

Clinical Outcomes
  Safety
  Retention
  Wellbeing
  Performance

Months

How do we do this – at pace and at scale?

Toxic

Surviving

Thriving
Eupsychia
(good soul)
'the culture that would be generated by 1,000 self-actualizing people on some sheltered island where they would not be interfered with'

Maslow thought that

The workplace was the best place to try and bring about Eupsychia

Working in Partnership, we can grow hundreds of thriving workplaces and help deliver Maslow’s Vision

Using sound theory and evidence-based approaches
**12 month Accelerator programme - Overview**

0. Baseline Survey
1. Stakeholders Kick off event
2. Initial Thriving Workplace report
   - Comparing 2-3 internal units
   - Benchmarking with other participating organisations
3. Shared Learning Event #1
4. Appreciative Management Skills Training workshops for managers
5. Series of interactive and recorded webinars. Topics to include compassion, burnout, shared decision making, evidence based HR, etc
6. Appreciative Management modular online training and support
7. Shared Learning Event #2
8. Follow up Survey
9. Shared Learning Event #3
10. Final Event
11. Final Report on what works in growing thriving workplaces
12. 2 Online courses for staff:
   - Stress reduction / wellbeing improvement
   - Brief Interventions (help with CQUIN)

**Growing toolkit of re-usable content:**
- Articles
- Ppt presentations
- Exercises
- Short videos
- Web links
- Tips and guide sheets

**Moderated discussion forum** for sharing ideas, concerns, initiatives and materials

Now recruiting

The online collaboration platform we will probably be using to keep project leads, managers and other stakeholders in touch and drive the discussions and partnership working.
12 month Accelerator programme – Learning Events

- **Stakeholders Kick off event**
- 1 day event for teams departmental director, project lead and 3-4 chosen managers
- Learn about the programme:
  - several mini-presentations
- Get to know other teams
- Agree programme objectives
- Input into the design of future events
- Design local initiatives

- **Shared Learning Event #1**
- 1 day event for 3-4 chosen managers
- Several mini-presentations
- Sharing progress of local initiatives
- Showcasing successes
- Collaborative problem solving
- Update implementation plan for next 3 months

- **Shared Learning Event #2**
- 1 day event for 3-4 chosen managers
- Several mini-presentations
- Sharing of success stories
- Collaborative problem solving
- Starting to write up cases studies to help understand what works
- Update implementation plan for next 3 months

- **Final Event**
- 1 day event for 3-4 chosen managers & 5 chosen staff members
- Teams sharing success stories
- Awards Ceremony with different categories
- Reflective lessons learned
- Discussion about plans for further roll out and sharing and support

**Local Initiatives**: Each manager works towards bringing about measurable improvement in 3-4 core workplace variables such as co-operation, respect, trust, engagement, etc. They will be supported to co-design, implement and evaluate an improvement programme which will be impactful, meaningful and achievable. They will be encouraged and supported to apply improvement science. The initiative will not be ‘extra work’ but will be core to their day to day role as a manager.
12 month Accelerator programme - Overview & Benefits

About:
• A 12 month programme and package of training, development and support
• For NHS organisations wishing to improve levels of performance, co-operation, wellbeing and compassion inside their organisations
• Each organisation identifies 3 departments, units or teams for the initial 12 month focus
• Each dept, unit or team must sign up to the 12 month programme of partnership working for growing thriving workplaces
• Structured programme of skills based learning events, online learning, webinars and group coaching
• Support and encouragement to apply new knowledge and skills in in front line settings
• Advice and support in measuring the impact of these approaches on different aspects of organisational culture and performance
• We collectively develop a better understanding of how to rapidly improve workplace cultures and climates to support high levels of engagement, wellbeing, innovation, retention, co-operation, compassion and performance.

Participating Managers will:
• Get better at ‘appreciative management’ – a theory driven, empirically informed management style incorporating elements of strengths and solution focussed coaching, humanistic psychology, motivational interviewing, appreciative inquiry and positive psychology
• Have access to an online course containing tip sheets, video clips, workbooks, sample scripts and closed discussion forums with other NHS managers learning about and applying the approach

Selected teams will:
• Contribute to growing and maintaining a ‘thriving workplace’ for their own benefit and the benefit of others
• Have access to a 10 week online stress reduction, resilience and wellbeing improvement course
• (hopefully) Experience a noticeable difference in the way they are managed at work

Employers will:
• Be supported to develop, test and evaluate OD interventions designed to improve wellbeing and performance in 3 selected teams
• (hopefully) Experience improvement in several domains including NHS survey, retention, sickness absence, CQUIN’s. etc
• Be ready to roll the programme out to several other departments, teams and units in year 2 – building internal capacity and sustainability
Be the change you wish to see in the world

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