

World Congress on Positive Psychology – Key Take-Aways



Vivi Gusrini Rahmadani

- Engaged leadership predicts work engagement via the satisfaction of work-related basic needs
- Engaged leadership leads to higher engagement as defined by greater vigour, greater motivation (dedication) and positive job-related attitudes
- The mechanism is rooted in self-determination theory – meeting our basic psychological needs: autonomy, competence, relatedness and meaningfulness
- Leadership behaviour can meet these needs by: empowering, strengthening, connecting and inspiring thus satisfying our basic psychological needs. Engaging leaders achieve engagement via satisfying these work-related basic needs

Aylin Dulagil

- There is a relationship between organisational climate and (employee) strengths use
- Strengths are innate, malleable and positive characteristics that are enjoyable and come easily – they are energising and we should use them each day as they lead to positive organisational outcomes
- Organisations can influence climate and predict strengths use by better defining the organisational purpose and direction, thus better engaging employees – leads to enhanced organisational climate which leads to greater strengths use – a virtuous cycle
- Organisations should invest in strengths-based initiatives (SBI) to drive better organisational outcomes

Xi Wen Chan

- Work-life 'culture' is more important than the provision of work-life balance 'policies' in assisting employees to achieve positive work outcomes - this is because a positive work-life culture increases an employee's ability to achieve resource gains (application of skills, collaboration with colleagues, mentoring assistance, use of time)

Vaijayanthhee Kumar

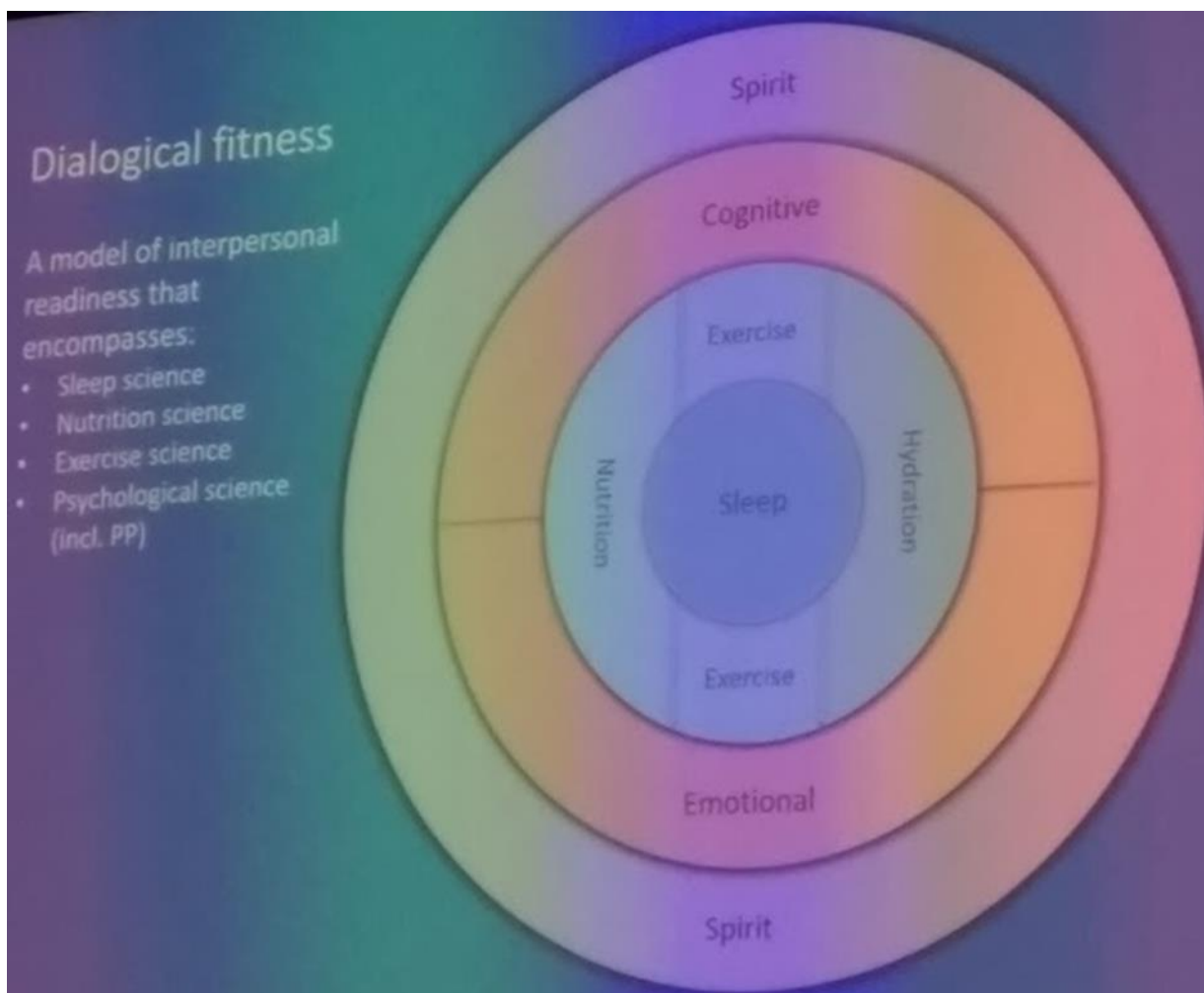
- Meaningfulness at work has a positive impact on thriving at work and work engagement
- Meaningfulness at work mediates the impact of work demands and stressors at work
- Inflexible work hours impede thriving at work and work engagement due to a loss of autonomy

Anthony Grant

- Peer coaching is effective but professional coaching is more effective
- Solution focused coaching is more effective than problem focused coaching
- Coaching enhances goal attainment, wellbeing and solution focused thinking skills
- Coaching facilitates change across the whole person
- Coaching is not counselling - they have different aims
- The roadmap for change is the 'self-regulation model'. Goal orientation is the key, along with a solution focus in driving for those goals. At its core is intentional positive change and the question, 'What is the most useful/functional way to think about this event/challenge?' - this enhances self-regulation
- Coaching leads to wellbeing, self-insight, goal flexibility, self-regulation, resilience, perspective taking, self-efficacy, increased insight, deepened learning and positive affect – coaching makes people feel good

Gordon Spence

- Coaching facilitates goal ownership which is central to greater performance - leads to autonomous self-regulation
- Coaching results in better communication, consolidation of performance foundations, self-confidence and self-reflection
- Mindfulness training leads to improved mental health, greater wellbeing and greater goal attainment
- Coaches need to develop their 'dialogical fitness' - sleep, hydration, cognitive spirit, exercise, nutrition and emotional fitness



Kim Cameron

- Reported the effects of positive leadership & positive organisational (virtuous) practices on organisational performance and results
- Positive psychology matters – it affects physical, emotional, mental and social wellbeing – it also positively impacts complex organisations and hard metrics like profit, quality, C/X and so on
- Examples of positive leadership practices leading to extraordinary results were as follows:
 - ✓ Griffin Hospital in Connecticut is now among the best hospitals in the USA - the only hospital to be listed in *Fortune's Top 100 Best Places to Work*, ten years in a row and one of three hospitals in the United States to be honored with a 'Distinction for Leadership and Innovation in Patient-Centered Care Award'. Patients receiving care at these 3 hospitals average a 71% lower chance of mortality
 - ✓ Prudential Services Retirement, achieved growth of 20% (compared to a 3-4% industry average) and increased revenue by \$1 billion
 - ✓ Prudential Real Estate, went from \$80 million loss to \$20 million profit while increasing employee engagement in 9 out of 10 categories
 - ✓ Rocky Flats Nuclear Deposit was in crisis in 1989 and shut down by the EPA and the FBI. Against a backdrop of unionisation, extreme danger and tight security the RFT to clean up the facility estimated it would take 70 years and cost \$36 billion. Cameron spoke about, '*Making the Impossible, Possible*' (the title of his book) and the positive leadership practices that saw the job come in 60 years early and \$30 billion under budget. What's more the job exceeded environmental standards by 13X and the labour relations surpassed all expectations
 - ✓ Tecmilenio University in Mexico set out to become the 'world's wellbeing and happiness university' with a mission to 'prepare people to flourish and have purpose in life.' The Uni. had all students prepare a 'purpose-in-life statement' and all students were involved in a project to help the community. The results of the positive leadership practices were astonishing: Enrolments went from 2,800 to 60,000 in 5 years; 1379% increase in revenue; 95% of students got jobs that fulfilled their 'purpose-in-life statements'
 - ✓ South West Airlines V. other short-haul airlines (most hurt by September 11). While other airlines laid-off employees, South West kept employees (whilst losing \$5 million per day for weeks) and behaved in a virtuous way – the organisational outcomes are well known but Cameron found that virtuousness has a causal relationship to profit and productivity
- Cameron's conclusion: An abundance culture / when leaders behave virtuously / when leaders undertake positive leadership practices = a significant link to profit, productivity, quality, innovation, customer satisfaction and employee engagement - Money follows virtuousness - it is causal
- The 8 Dimensions of Positive Leadership or Positive Organisational Practices are:
 - ✓Gratitude & Appreciation ✓Dignity & Respect ✓Support & Compassion ✓Caring & Concern
 - ✓Trust & Integrity ✓Meaningfulness & Purpose ✓Inspiration & Positive Energy ✓Forgiveness & Understanding

Shizuka Modica

- Intrinsic motivators are really important – they are critical for engagement – while extrinsic factors do not drive people's behaviour
- As a society and in our organisations, we under-invest in 'meaning' and 'purpose'
- 'Meaning' is only a fraction of OD budgets – we ought to promote 'meaning' as an OD tool - this represents a huge opportunity for organisations
- Maximising profit is not a 'purpose', but a result
- We should be asking ourselves, 'How do we construct meaning in our work?'
- We need to create a 'unified meaning for work model' which captures intrinsic motivators (based on the self-determination model but extending to include creativity, contribution and higher purpose)

Andrew Soren

- Ethics should be the foundation of a flourishing organisation
- In one of the most profound utterances of the entire congress, Soren said: 'Conduct counts!' He went on to describe the 'Say/Do Ratio' and that it is critical for moral leadership - doing the right things and striving for excellence helps inspire us all (to do the right things)

Emily Bartley

- Chronic pain is the number one reason for seeking healthcare in the USA
- Lower back pain is the number one source of disability, worldwide
- If we want to move the dial, we need to look at building resilience – pain and psychological resilience has a positive impact on quality of life - resilience has protective benefits across a range of health outcomes

John Cryan

- All diseases start in the gut
- Stress has a clear impact on the mind and body and alters the brain/body nexus (stress impacts the microbiome)
- It's not stress that kills us but our relationship to it
- Diaphragmatic breathing and mindfulness can counter this effect – see impact of the vagus nerve to influence our health and wellbeing