



THE WELLBEING
AND RESILIENCE
CENTRE



WELLBEING 101: MAKING WELLBEING PROGRAMS SUCCESSFUL

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Copy of these slides at: www.aaronjarden.com

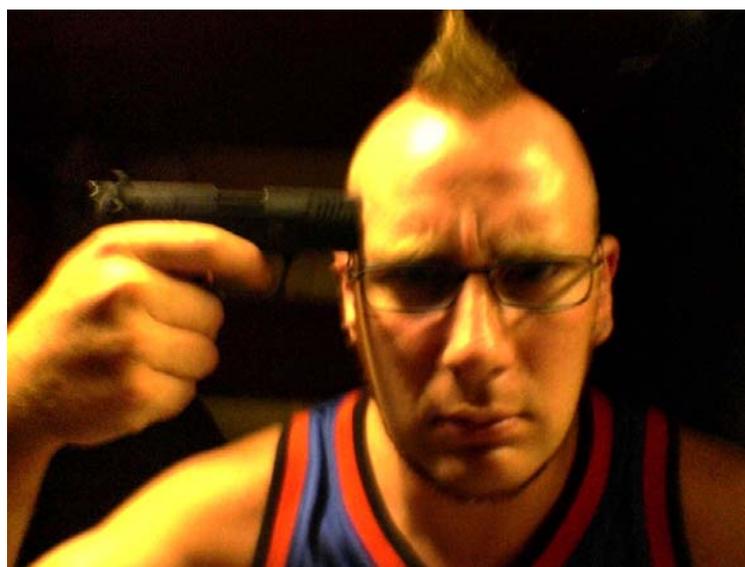


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3. Сведения о наличии товаров

При мне и моем багаже есть товары и иные предметы, которые подлежат обязательному декларированию, и перемещение которых через таможенную границу Таджикистана осуществляется по разрешительным документам соответствующих компетентных органов.

3.1. Сумма национальной единицы валюты Таджикистана и иной наличной валюты, валютных ценностей, количество изделий из драгоценных металлов в любом виде состоянии. Да Нет

Наименование валюты, ценностей или изделий	Сумма / количество	
	цифрами	прописью

- | | | | | | |
|---|--------------------------|--------------------------|---|--------------------------|--------------------------|
| 3.2. Любое оружие, боеприпасы, взрывчатые вещества | <input type="checkbox"/> | <input type="checkbox"/> | 3.8. Объекты флоры и фауны, их составляющие и полученная из них продукция | <input type="checkbox"/> | <input type="checkbox"/> |
| | Да | Нет | | Да | Нет |
| 3.3. Наркотики психотропные вещества | <input type="checkbox"/> | <input type="checkbox"/> | 3.9. Высокочастотные радиозлектронные устройства и средства связи | <input type="checkbox"/> | <input type="checkbox"/> |
| | Да | Нет | | Да | Нет |
| 3.4. Предметы старины и искусства | <input type="checkbox"/> | <input type="checkbox"/> | 3.10. Товары, подлежащие таможенному оформлению | <input type="checkbox"/> | <input type="checkbox"/> |
| | Да | Нет | | Да | Нет |
| 3.5. Печатные издания и прочие носители информации | <input type="checkbox"/> | <input type="checkbox"/> | 3.11. Временно ввозимые (вывозимые) товары | <input type="checkbox"/> | <input type="checkbox"/> |
| | Да | Нет | | Да | Нет |
| 3.6. Ядовитые и сильнодействующие вещества, лекарства | <input type="checkbox"/> | <input type="checkbox"/> | 3.12. Транспортные средства | <input type="checkbox"/> | <input type="checkbox"/> |
| | Да | Нет | | Да | Нет |
| 3.7. Радиоактивные материалы | <input type="checkbox"/> | <input type="checkbox"/> | | | |
| | Да | Нет | | | |

* Для таможенного контроля подробные ведомости о товарах, указанные в пунктах 3.2-3.12 (в случае их наличия), необходимо указать на оборотной стороне декларации в пункте 4

My goal

- “My goal is simple. It is complete understanding of human wellbeing, why it is as it is and how it can be improved.”
- Within an organisational setting, it’s to enable organisations to invest in creating more rewarding, **happier jobs for their people**. To create positive workplaces where people are able to do **meaningful and enjoyable work** that taps into their greatest strengths and their most important goals. To capitalise on the unique **intellectual and personal strengths** of each employee by focusing less on getting employees to **do their work and fixing problems** and into promoting excellence by enabling them to **do good work; their best work**.

Wellbeing ⇨ Engagement ⇨ Productivity ⇨ Business success

Wellness ↗



Your goal

- What’s your goal?

Overview



Overview

- Positive psychology and wellbeing science.
- Some essential ingredients to a successful wellbeing program.
- Case studies.
- Applause or ridicule.

What is wellbeing?

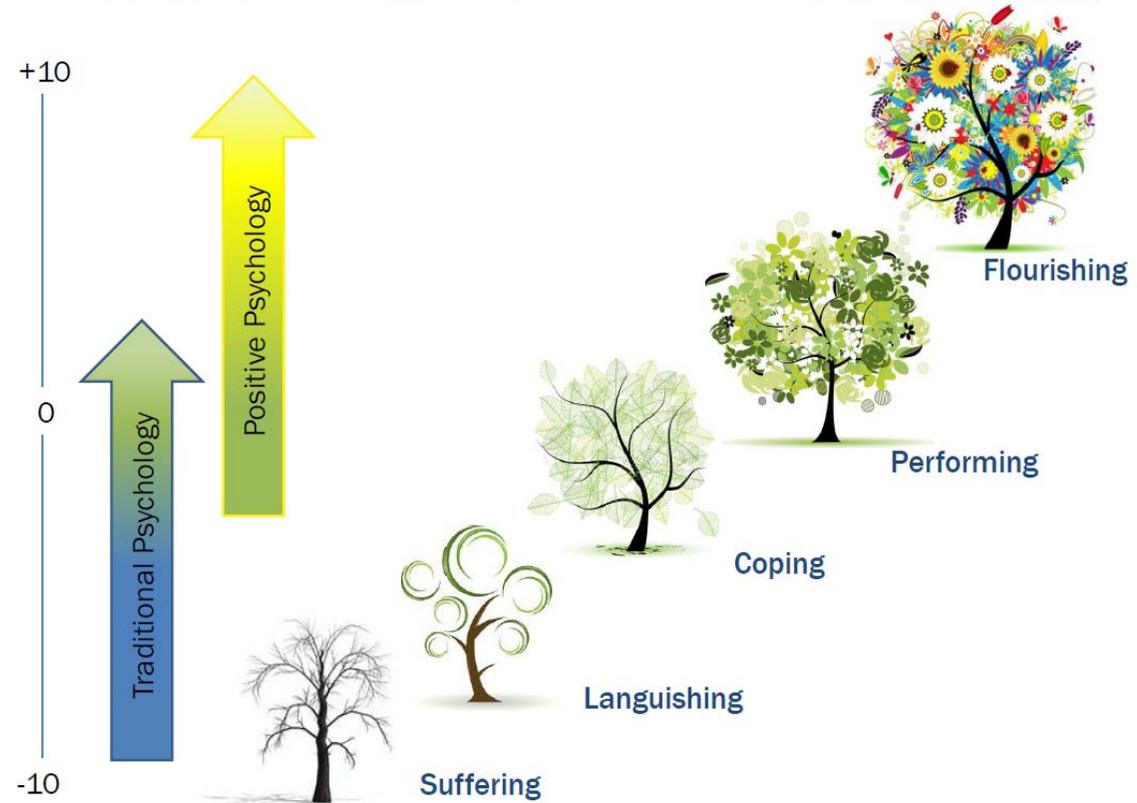
What is positive psychology?

- "There are two complementary strategies for improving the human condition. One is to relieve what is negative in life; the other is to strengthen what is positive. Mainstream psychology focuses largely on the first strategy; Positive Psychology emphasizes the second" - [Martin Seligman](#)
- "Positive psychology is the scientific study of what enables individuals and communities to thrive" - [International Positive Psychology Association](#).

Positive psychology and wellbeing science

- Positive psychology is a branch of psychology that conducts scientific inquiry into the factors that help individuals, communities and organisations **thrive by building on their strengths** and virtues.
- Positive psychology is the study of topics as diverse as happiness, optimism, hope, flow, meaning, resilience, grit, growth...
- Positive psychology aims to expand psychology from its focus on repairing the negatives in life to also promoting the positives in life.

The Wellbeing Continuum



What is optimal human functioning?



The good life



Aaron on wellbeing science

- The good life is best construed as a matrix that includes happiness, **occasional sadness**, a sense of purpose, **playfulness**, and psychological **flexibility**, as well autonomy, mastery, and connection.

Progress to date

Wellbeing science to date

Progress

- Positive neuroscience
- Positive education
- Positive health
- Military
- Positive organisations
- National accounts of wellbeing
- Culture and wellbeing

New areas emerging

- Discomfort
- Strategic laziness
- Play
- Slowness
- Nature
- Wellbeing technology
- The most disadvantaged (little samples)
- Physical health and wellbeing
- Positive failure

Many new pathways are unappreciated...



Positive introduction



First up, let's taste it

Step 1: Pair up.

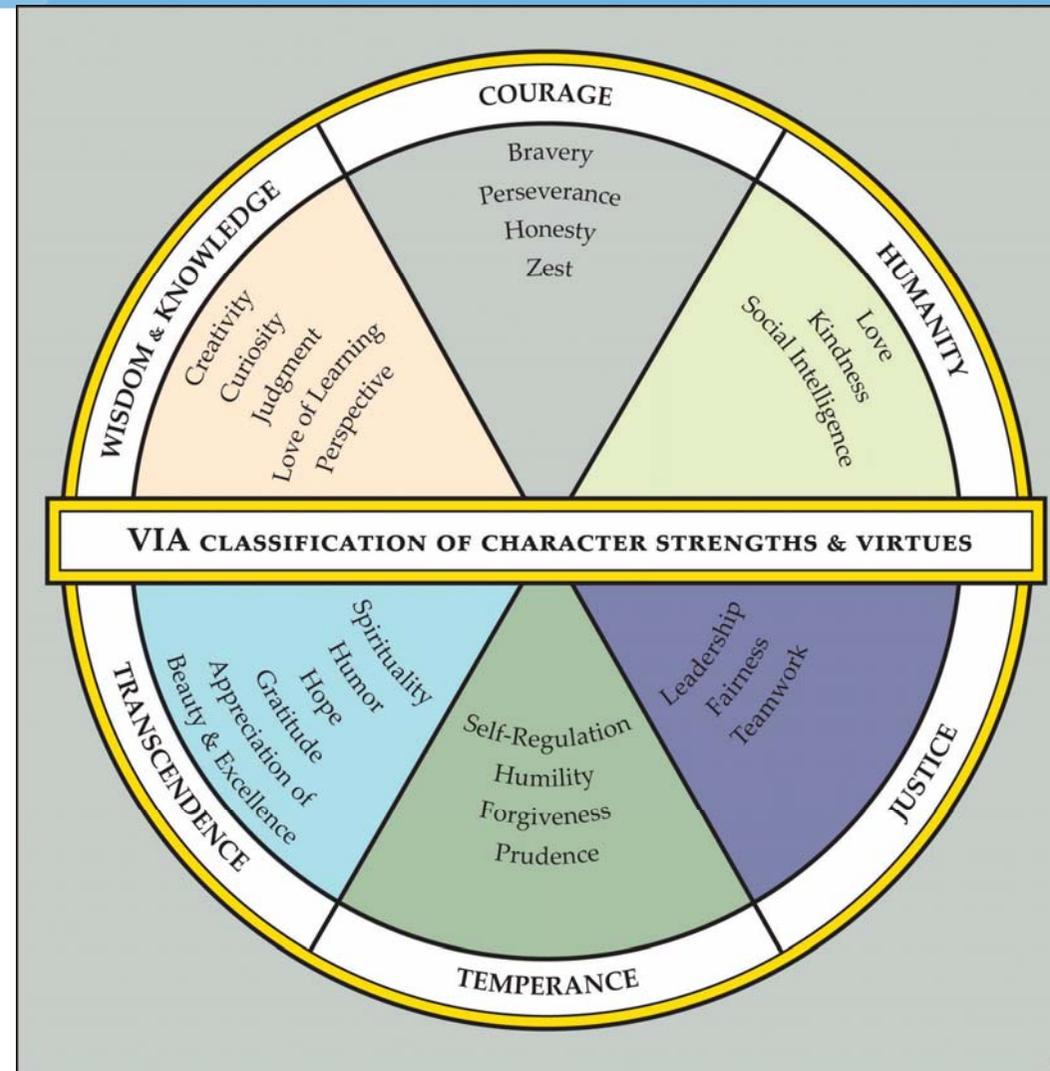
Step 2: In 2 minutes (1 minute each), tell a story – a thoughtful narrative with a beginning, middle and end – that illustrates **when you are at your best at work**.

Note: Swap when you hear the bell the first time after 1 minute, stop completely when you hear the bell the second time after 2 minutes.

Positive introduction

Key point:

- Wield your strengths at work – they are paths to engagement and enjoyment.



Essential ingredients

Recipe of essential ingredients to a successful wellbeing program

- Beautiful questions.
- Wellbeing assessment and evaluation.
- Wellbeing frameworks and models.
- Positive leadership and champions.
- Tools and programs.
- Risks.
- A whole bunch of other stuff if we have time, like:
 - Onboarding and communications and simplifying messages.
 - Time and money.
 - Timing and readiness for change – wellbeing is hard work and takes time.
 - Program scope and focus.

Example beautiful questions

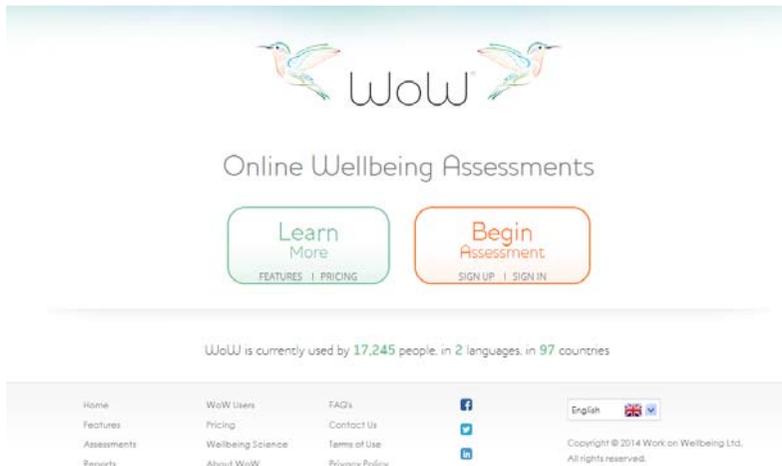
1. What's working?
 - What has already been embedded within the organisation?
 - Why is it working?
 - What (or more likely who) has sustained this embedding?
 - What are the positive processes? How did they happen?
2. What has failed?
 - Why? (what was the learning...)
 - Disengaged health & safety?
3. How will you know wellbeing has worked?
 - Types of evidence and triangulating information.
- Measuring IV's and DV's - indicators of change. **DV's are so last year...**
- Pre – post and longer term assessment.
4. Is the organisation ready and willing for wellbeing? (or more likely 'who' in the organisation is ready?, and for what?).
5. Is the organisation connected to wellbeing people, expertise and knowledge? (support)
6. Why are the employees working there? What do they want out of work? **What does a good day at work look like?**
7. Is there much point increasing wellbeing, when illbeing is bad or getting worse?
8. How will the organisation capitalise on other opportunities during the wellbeing change?
9. How do you celebrate success?



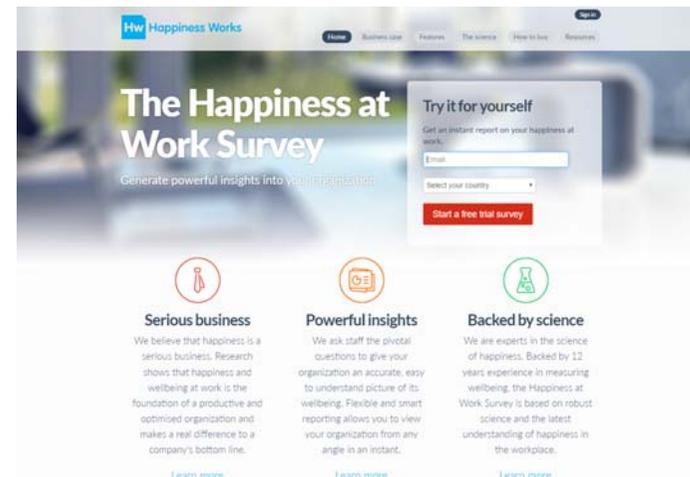
“Answer not important, unless ask the right question”

Wellbeing assessment and evaluation

- Assessments create opportunities for conversations, conversations improve wellbeing (also use existing events, and create new wellbeing events to do so).
- [Assessments allow data-driven decision making.](#)
- Many developed by organisational psychologists don't actually measure wellbeing (but they look shiny and are expensive)...
- www.workonwellbeing.com & www.happinessatworksurvey.com



The screenshot shows the homepage for 'WoW Online Wellbeing Assessments'. At the top, there are two colorful birds flanking the 'WoW' logo. Below the logo, the text 'Online Wellbeing Assessments' is displayed. Two prominent buttons are visible: 'Learn More' (with subtext 'FEATURES | PRICING') and 'Begin Assessment' (with subtext 'SIGN UP | SIGN IN'). A statistic below the buttons states 'WoW is currently used by 17,245 people, in 2 languages, in 97 countries'. The footer contains a navigation menu with links for Home, Features, Assessments, Reports, WoW Users, Pricing, Wellbeing Science, About WoW, FAQs, Contact Us, Terms of Use, and Privacy Policy. There are also social media icons for Facebook, Twitter, and LinkedIn, and a language selector set to 'English'.

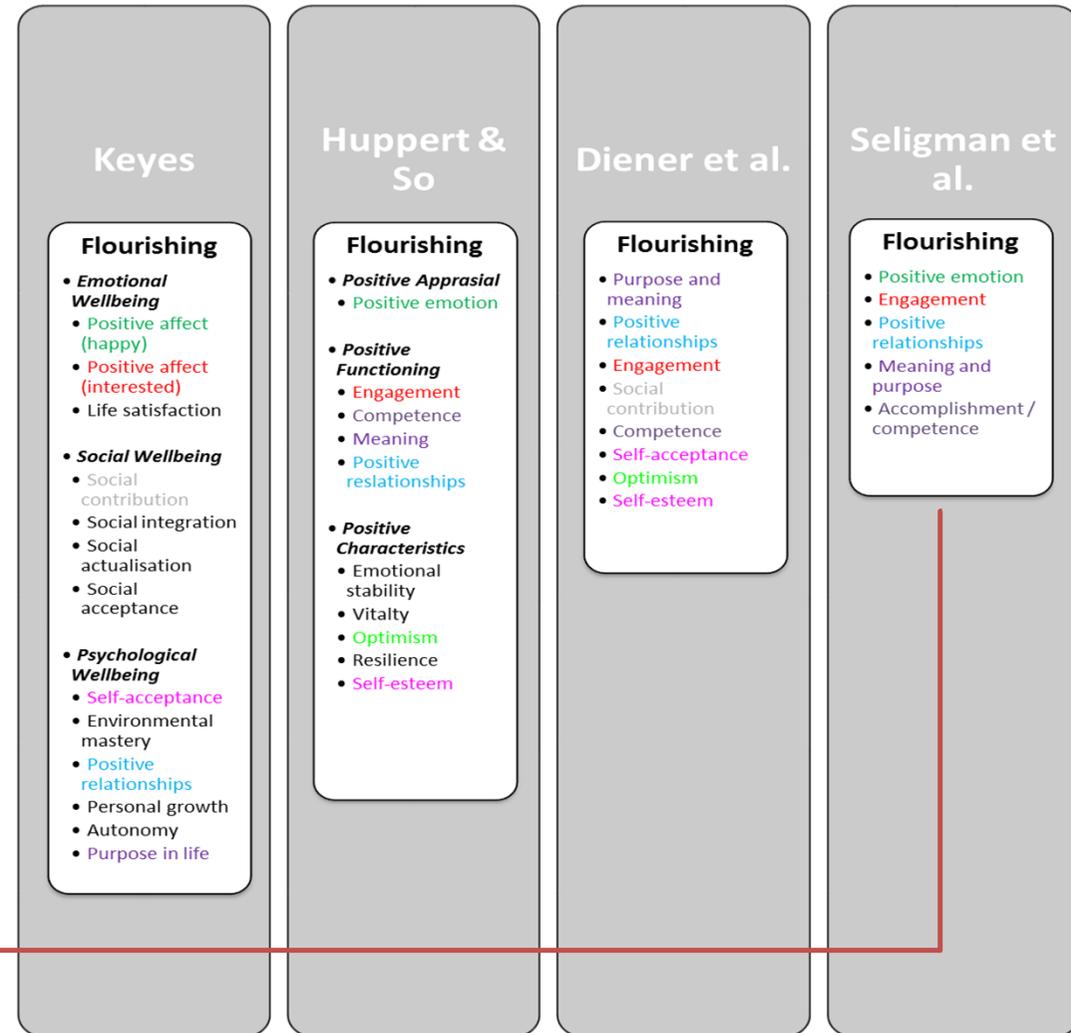


The screenshot shows the homepage for 'The Happiness at Work Survey'. The header includes the 'Hw Happiness Works' logo and navigation links for Home, Business Use, Features, The Science, How to Use, and Resources. The main headline is 'The Happiness at Work Survey' with the subtext 'Generate powerful insights into your organization'. A 'Try it for yourself' section offers an instant report on happiness at work, with an email input field and a 'Start a free trial survey' button. Below this, three key benefits are highlighted with icons: 'Serious business' (a person icon), 'Powerful insights' (a document icon), and 'Backed by science' (a flask icon). Each benefit includes a short paragraph of text and a 'Learn more' link.

Frameworks and models

Wellbeing frameworks and models

- Comparing models



Frameworks and models

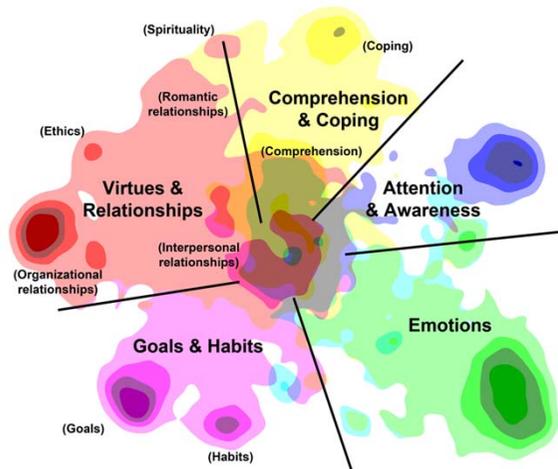
Wellbeing frameworks and models

- PERMA+
- 5 ways to wellbeing
- Ten keys to happier living
- 5 domains of functioning

Positive Emotion
Engagement
Relationships
Meaning
Accomplishment



Optimism
Physical Activity
Nutrition
Sleep



Ten keys to happier living

GIVING	Do things for others
RELATING	Connect with people
EXERCISING	Take care of your body
APPRECIATING	Notice the world around
TRYING OUT	Keep learning new things
DIRECTION	Have goals to look forward to
RESILIENCE	Find ways to bounce back
EMOTION	Take a positive approach
ACCEPTANCE	Be comfortable with who you are
MEANING	Be part of something bigger



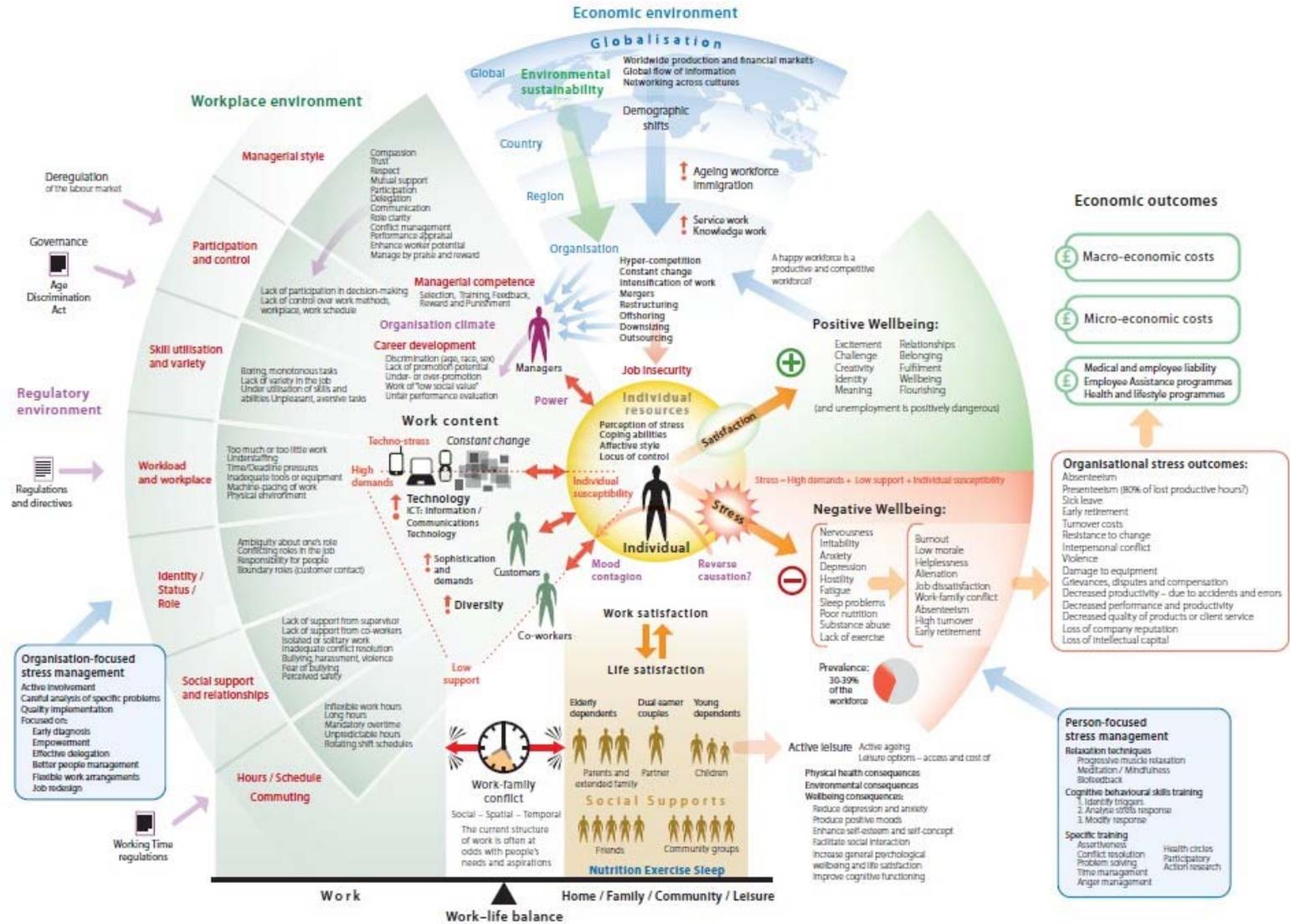
Five ways to wellbeing

Frameworks

Wellbeing frameworks and models

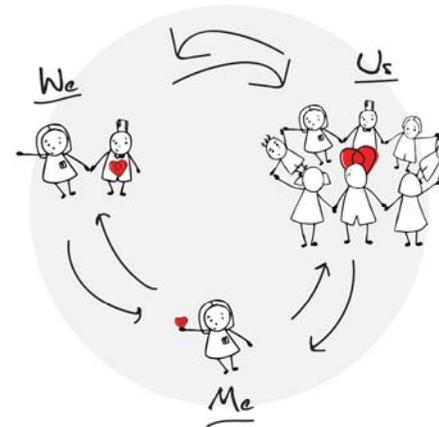
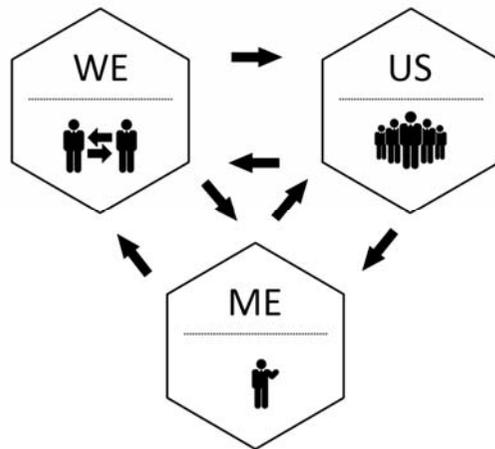
- Work wellbeing

Wellbeing at work – conceptual overview



A wellbeing framework and models

- Me, We, Us



- Jarden, A., & Jarden, R. (2016). Positive psychological assessment for the workplace. In L. Oades et al. (Eds.), *The Wiley-Blackwell Handbook of Positive Psychology at Work*, pp. 415-437. Published Online: 19 Nov 2016: DOI: 10.1002/9781118977620.ch22
- Embedding change must be **holistic and systemic**. All organizations are complex and dynamic systems, not simple and linear. As a result, a simple cause-and-effect approach to embedding change will not work.

Frameworks and models



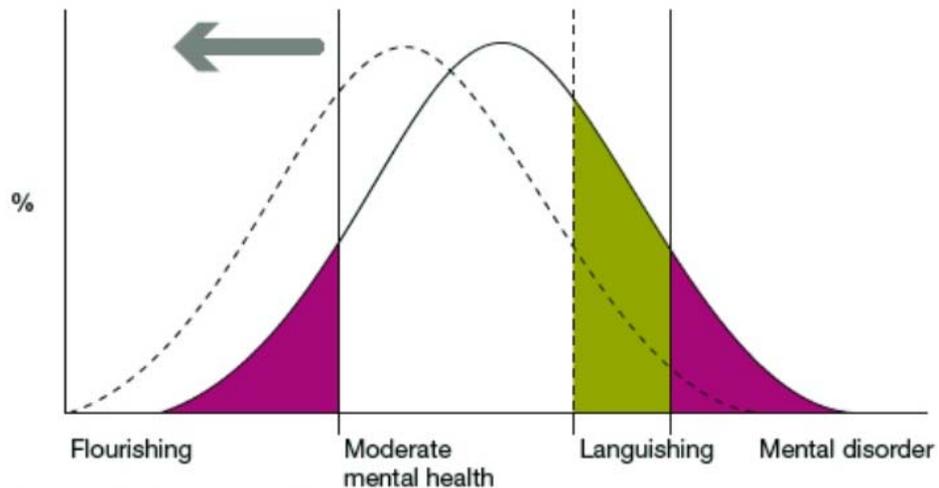
But really it's about scientifically informed process

- WRC LIMBER Framework

Lead → Initiate → Measure → Build → Embed → Research

Frameworks and models

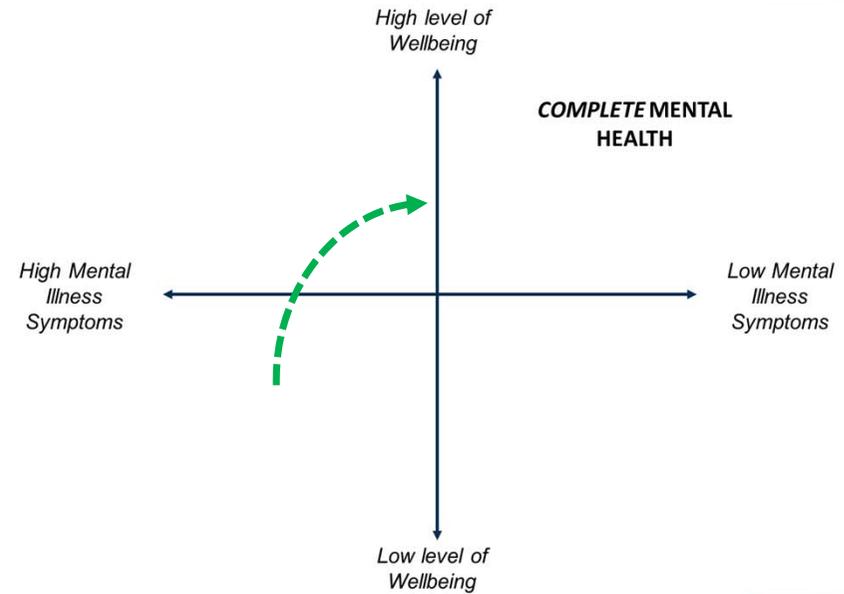
Old (current) perspective



The mental health continuum - Keyes and Huppert

The population approach to health improvement - Rose

What the data show



(Keyes, 2005)

Efficacy vs effectiveness

In the real world...

- Hone et al (2015) – “...synthesizing efficacy trials of PPIs reveals little evidence that these interventions **translate into sustained programmes of behaviour change** when applied beyond the tightly controlled conditions of the laboratory or psychology classroom setting”.
- Parks et al (2012) - “...researchers have yet to offer persuasive evidence that happiness activities, as they are actually used in real-world settings, are beneficial”.

Hone, L., Jarden, A., & Schofield, G. (2015). An evaluation of positive psychology intervention effectiveness trials using the re-aim framework: A practice-friendly review. *Journal of Positive Psychology*, 10(4), 303-322.

Appendix 1

Study	Campus-based	Age (mean)	Age (SD)	Females %	% Participation rate	Methods to identify & recruit participants	Inclusion criteria	Exclusion criteria	Participation rate	Participation rate	Characteristics of participants compared to non-participants	REACH	Participants educated to university level or beyond %	Caucasian participants %	Post-test outcomes	Intent-To-Treat analysis	Negative outcomes	Attrition rates	% Attrition rate	EFFICACY
Abbott et al. (2009)	0	43	10	13	–	1	1	0	0	0	0	40	59	–	1	1	0	1	42	75
Abdel and Vostanis (2010)	0	–	–	100	92	1	1	1	1	0	0	80	–	–	1	0	1	1	18	75
Boehm et al. (2011)	0	36	11	53	X	1	1	1	X	X	X	100	–	–	1	0	0	0	–	25

Appendix 1. (Continued)

Study	Location	Description of delivery agent/s	Method to target delivery agent/s	Expertise of delivery agent/s	Inclusion & exclusion criteria for settings	Adoption rate for settings	Characteristics of adopting & non-adopting settings	ADOPTION	Type/intensity of intervention	Adherence to protocol	Costs	IMPLEMENTATION	Follow up (6 months or more)	Current intervention/programme status	Maintenance costs	MAINTENANCE	TOTAL RE-AIM SCORE FOR EACH RCT
Abbott et al. (2009)	1	1	1	1	X	X	X	100	1	1	0	67	0	0	0	0	56
Abdel and Vostanis (2010)	1	1	1	1	X	X	X	100	1	0	0	33	0	0	0	0	58
Boehm, Lyubomirsky, and Sheldon (2011)	1	X	X	X	X	X	X	100	1	0	0	33	0	0	0	0	52
Dube et al. (2007)	0	1	0	1	X	X	X	50	1	0	0	33	1	0	0	33	52
Ermens and McCullough (2003)	1	1	1	1	X	X	X	100	1	1	0	67	0	0	0	0	51

Geelong Breathing

- Breath One. Take a deep breath in through your nose and fill your lungs with as much air as possible. As you are doing so, notice your **physical body** and any points of pain or tension. As you breath out slowly through your mouth, imagine you are pushing or releasing any tension away. Feel yourself sink into your chair or the floor if you are standing.
- Breath Two. Take a deep breath in through your nose and fill your lungs with as much air as possible. Now as you breathe out think about what you are grateful for right at this very moment. Not what you are grateful for that has happened in the past, or looking towards the future, but right in this very moment think about one thing you are grateful for and exhale slowly. Say to yourself “**Right now I am grateful for...**”.
- Breath Three. Take a deep breath in through your nose and fill your lungs with as much air as possible. Now as you breathe out think about your frame of reference and what intentional state you want to be in right now. Do you intend to be kind? Do you intend to be open minded? Do you intend to be peaceful? Whatever intention you wish to have at this present moment, cultivate it when you exhale by saying to yourself “**My intention right now is to be ...**”.
- Credit: This exercise was developed by Justin Robinson, Head of Positive Education at Geelong Grammer School in Australia

Leadership and champions

Positive leadership and champions

- Champions start wellbeing programs and keep them going. You want them championing the change from the bottom up and inside out.
- Positive leaders have a simple clear co-developed vision that is idealist, visual, long-term, challenging and realistic.
- Change must have a clear strategic mandate and be linked to a compelling rationale.
- Positive leadership is crucial:
 - Leadership involvement was cited as the most effective factor for a successful wellbeing program by 59 percent of employer respondents. (State of Workplace Wellbeing Survey).

Old way



New way

Employees are our biggest risk
Top-down communication
Skill over behaviour
Manage time
Set working schedule
Friday's rock
Corporate jargon
Double standard
Fear of failure
Value for shareholders

Employees are our biggest asset
Open transparent communication
Behaviour over skill
Empower results
Flexible working schedule
Doing meaningful work
Authenticity and honesty
One standard
Fail fast, often
Value for all stakeholders



Wellbeing tools: Apps and e-learning

- Make a distinction between “wellbeing skill building tools” and tools that “increase wellbeing” (because feel good).



Risks

- Overpromise, under deliver – selling false hope.
- Bad advice, or poor program logic.
- Low ROI, look bad to those above.
- Bad apples and win-lose power struggles.
- Expecting **fast change** – wellbeing is hard work.
- A vision alone is not sufficient to capture the hearts and minds of everyone but it is a good start.
People must be able to make the link with what is important to them personally.
- Be prepared to ‘course correct’. Very few change programmes end up exactly where they predicted at the outset, for many reasons. Ensure you have checkpoints.
- A **lack of leadership and top level support** is the main reason for the failure to sustain changes in an organisation.

More essentials

Other stuff:

- Clear, minimal, transparent, communication (no long docs, less email) – builds trust.
- Sense of meaning, being autonomy supportive, and [job-crafting](#).
- Endorse things officially.
- No one-size model – scientifically informed practice, trial and error.
- Create time and space for wellbeing, and timing important (when to introduce, when to embed).
- Play is much underrated. As is simplification.
- Use of strengths.
- Have an implementation plan (i.e., LIMBER).
- Linking wellbeing metrics to KPI's.
- [Pull people into a better future, rather than push them from the past.](#)

Now



“Wellbeing is measurable, teachable and learnable”



Positive mental health and wellbeing for a resilient society.

Position South
Australia as the State
of Wellbeing

LEAD → INITIATE

Measure the
wellbeing of all South
Australians and
beyond

MEASURE

Teach, build and
embed wellbeing
science

BUILD → EMBED

Generate and publish
research on how to
build wellbeing
efficiently, at
scale, across the life
course

RESEARCH

Organisations, Government, Schools, Ageing, Youth, Community

RESULTS

Auto-manufacturing industry

FUTURiS

Results vary according to cohort, positive results in the automotive industry include:

12% increase in **wellbeing and resilience**

38% reduction in **absenteeism**

21% reduction in **lost time** due to **injuries**

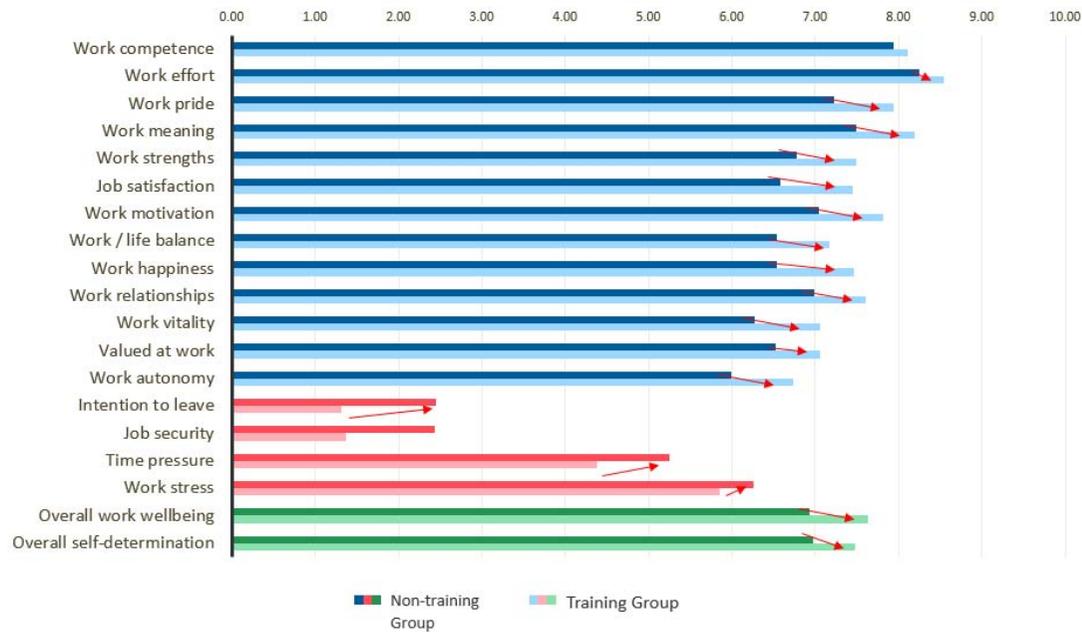
19% reduction in demand on internal physiotherapist **rehab**

25% reduction **performance management cases**

Insight into drivers...

Workplace Wellbeing:

Training Group had more favourable work wellbeing scores than non-Training group



Case studies

More case studies...



Victorian Workplace
Mental Wellbeing
Collaboration

[about](#)

[case studies](#)

[resource centre](#)

[register](#)

Victorian Workplace Mental Wellbeing *Collaboration*

PROMOTING POSITIVE MENTAL WELLBEING IN VICTORIAN WORKPLACES

Resource Centre

Resources that support a 'better place to work'.

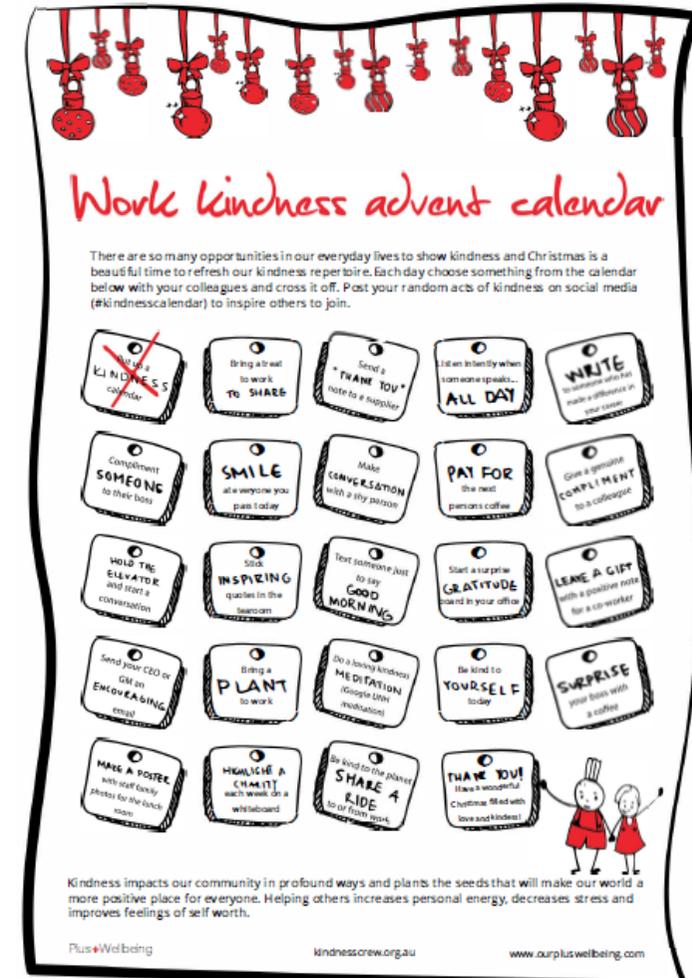
The Resource Centre offers a number of practical resources to ensure you're accessing what you need to know for promoting positive mental wellbeing in your workplace.

These resources will be of interest to employers that have a strong foundation in occupational health and safety, and want

Case examples

Some good examples

- CEO Friday lunch.
- 10/2 rule - Ritz-Carlton.
- Gratitude walls.
- Entrance door activities and messaging.
- Team meetings – start with ‘what went well?’, walking meetings.
- Gamification (leader boards, points, etc.).
- Visual things



Quick recap

Some key points

- Be careful filling in customs forms.
- You have to **taste it**, live it, to believe in it...
- **Positive psychology** is the scientific study of what enables individuals and communities to thrive.
- You are at your best, you're deploying your **strengths**.
- Geelong **three breaths** is portable.
- Select tools wisely, adopt a model and place it in a **framework**.
- **Assessment** and **leadership** are crucial to longer term change.
- Do you need to focus more on what success looks like for your organisation at an employee level? Start by asking people: "**What does a great day at work look like?**"



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Nothing GREAT
was ever achieved
without enthusiasm

Emerson