



The Science of Positive Psychology

Putting it into practice at the RBA

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What we do...

We help the world to flourish by creating meaningful and sustainable positive change for individuals, schools and workplaces.

We're recognised world leaders in applying cutting-edge scientific research to sustainably transform well-being and enhance performance.



The



word

Flourishing?

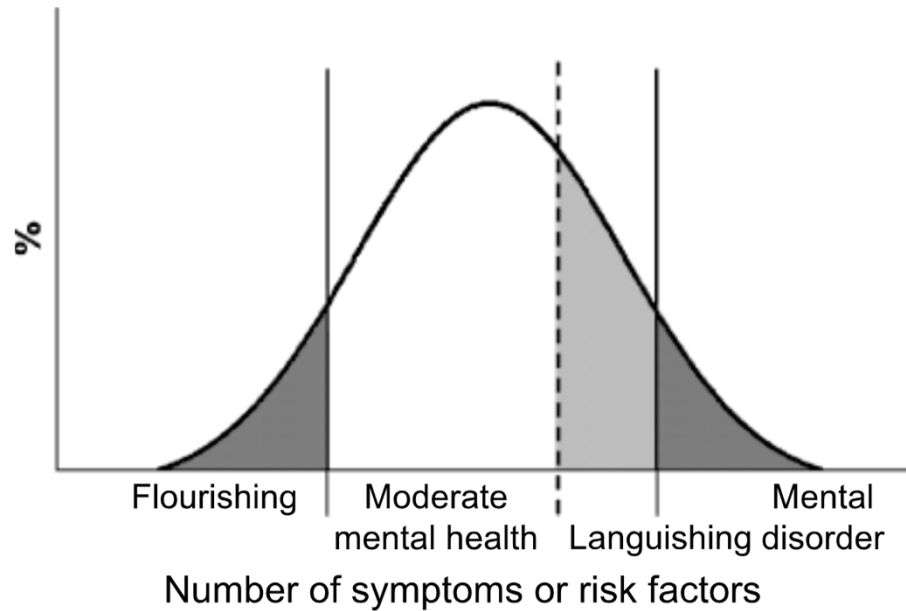


Fig. 1. The mental health spectrum. From Huppert (2005).

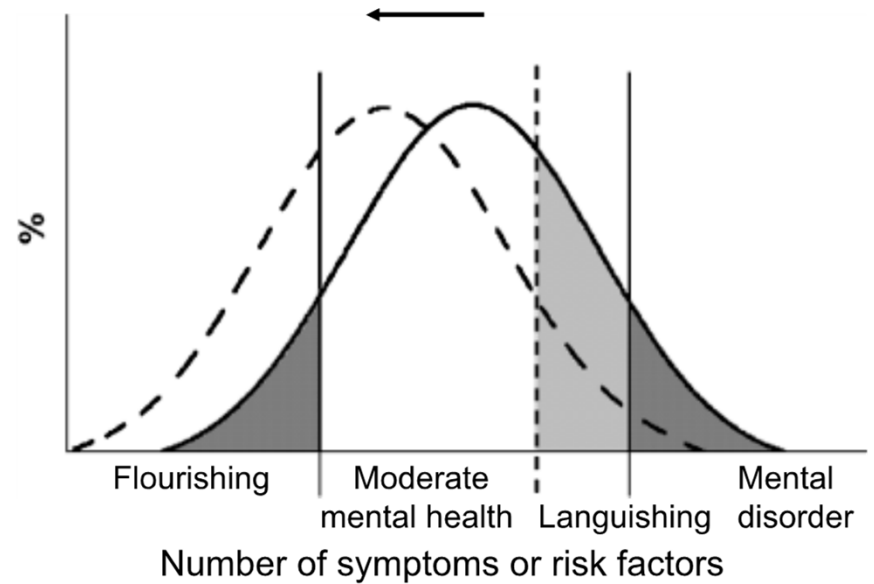


Fig. 3. Effect of a small shift in the population mean on the mental health spectrum. From Huppert (2005).

My Journey...

The Journal of Positive Psychology, July 2006; 1(3): 142–149



Cognitive-behavioral, solution-focused life coaching: Enhancing goal striving, well-being, and hope

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Abstract

Research is in its infancy in the newly emerging field of coaching psychology. This study examined the effects of a 10-week cognitive-behavioral, solution-focused life coaching group programme. Participants were randomly allocated to a life coaching group programme ($n = 28$) or a waitlist control group ($n = 28$). Participation in the life coaching group programme was associated with significant increases in goal striving, well-being and hope, with gains maintained up to 30 weeks later on some variables. Hope theory may explain such positive outcomes. Life coaching programmes that utilize evidence-based techniques may provide a framework for further research on psychological processes that occur in non-clinical populations who wish to make purposeful change and enhance their positive psychological functioning.

Keywords: *Evidence-based life coaching; goal-striving; subjective well-being; psychological well-being; hope theory*

Positive Psychology 20 years on...

1. Positive Emotions
2. Positive Traits
3. Positive Institutions (Organisations)

Martin Seligman

Wellbeing and resilience:
building a flourishing state



Positive Workplaces?

- Positive psychologists and positive organizational scholars have become intrigued by the potential benefits that positive emotions and “positivity” more broadly (encompassing positive thoughts, emotions and behaviours) have to offer employees.
- A growing body of research has shown and continues to demonstrate how experiences (and practices) that foster positive emotions such as interest, joy, awe and gratitude enable people to perform more effectively – individually and collectively.

Green, McQuaid, Purlin & Dulagil

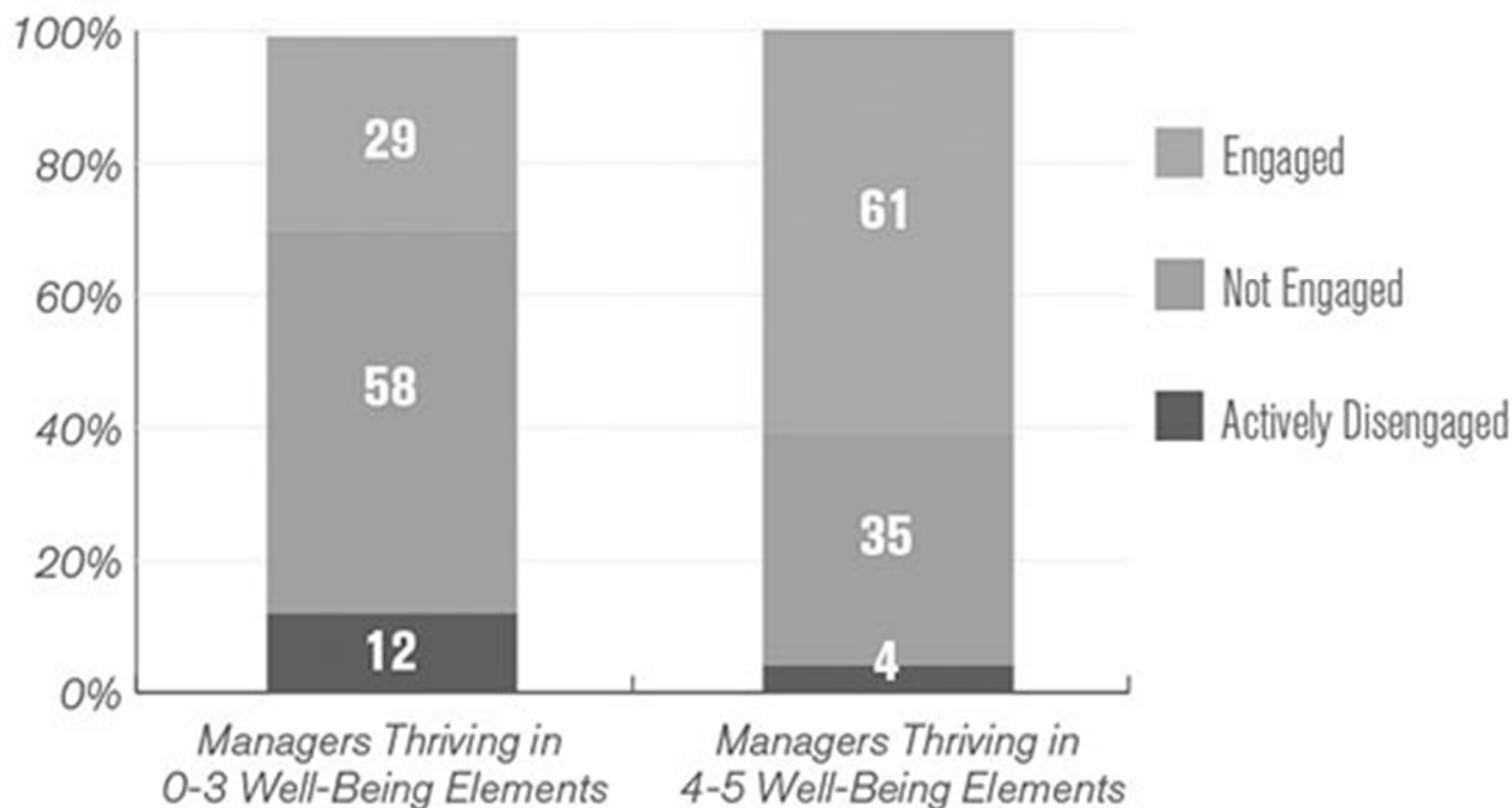
Wiley Blackwell – *Handbook on Positivity & Strengths Based Approaches at Work* - 2017)

Organisational Outcomes of Positive Practices

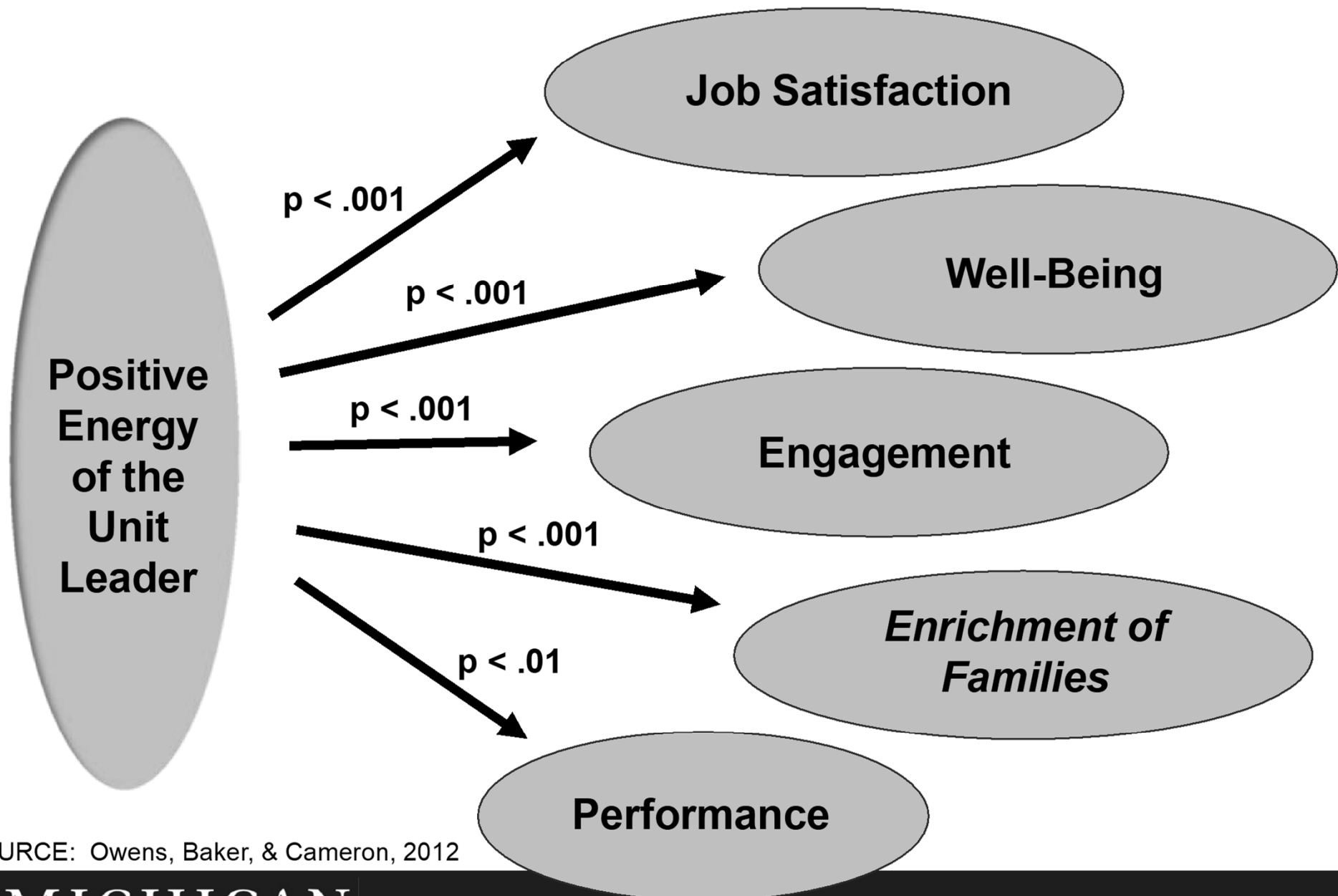
Organisational Outcome	Positive Practice
Financial performance Organisational climate (Cameron, 2004)	Forgiveness, compassion integrity
Organisational commitment (Grant, 2007)	Positive emotions, giving behaviours
Job performance, work contribution (Fieman, 1996, Seligman 2002)	Positive emotions
Greater team commitment and satisfaction (Bon, 2006)	Leaders who foster positive emotions
Improved decision making, interpersonal relationships, cognitive functioning (Staw, 1993)	Positive emotions.
Work satisfaction, wellbeing, intention to quit, conflict (Cooper, 1992, Donovan 2000, Lyubomirsky 2005)	Positive practices and positive emotions.

THRIVING MANAGERS ARE TWO TIMES MORE LIKELY TO BE ENGAGED

Managers who are thriving in four or more of the five well-being elements -- purpose, social, financial, community and physical -- are two times more likely to be engaged than managers who are thriving in three or fewer well-being elements.



Positive Leadership & Individuals



SOURCE: Owens, Baker, & Cameron, 2012

LET'S BUILD
MENTALLY
HEALTHY
WORKPLACES
TOGETHER



IT'S ALL IN YOUR HEAD
SNAP OUT OF IT
I DON'T ASK YOU HOW YOU ARE BECAUSE I DON'T WANT TO KNOW
YOU NEED TO YOU DON'T LOOK
KEEP YOUR DEPRESSED
EMOTIONS IN CHECK
WE ALL HAVE BAD DAYS

WHY ARE YOU OVERREACTING?
SHE'S A TIME BOMB
I TICKING

SHE'S JUST BEING LAZY
SICK DAYS ARE FOR WHEN YOU ARE ACTUALLY SICK!
THIS WON'T BE A GOOD WORK ENVIRONMENT POSITIVE
FOR YOU DON'T BOTHER ASKING

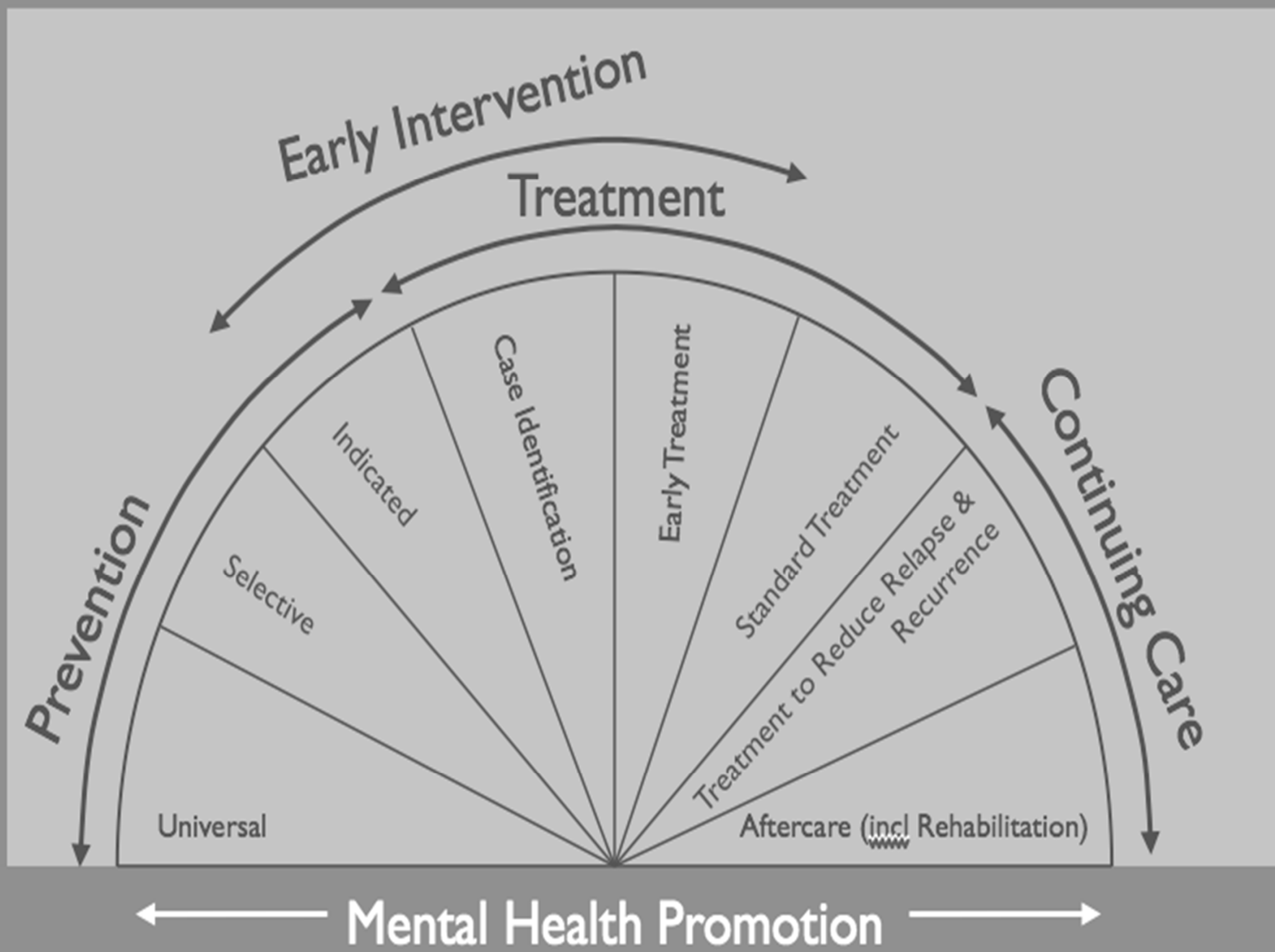
YOU HER SHE'LL JUST CRY
CAN'T WE CAN'T HAVE YOU SCARING THE CUSTOMERS!
COPE SUCK IT UP

YOU'RE LETTING DOWN THE TEAM

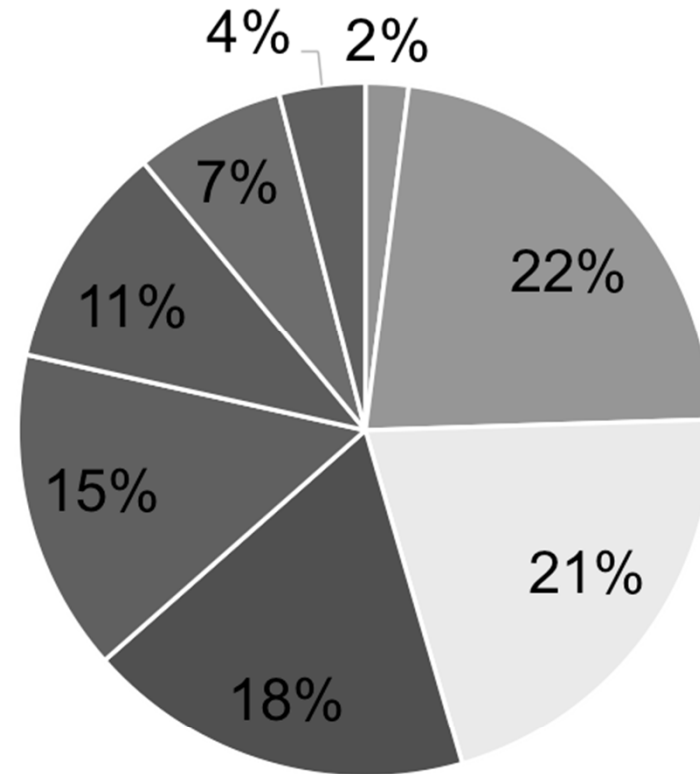
ARE YOU CRYING AGAIN? I CAN'T SEAT ANYONE NEXT TO YOU BECAUSE THEY MAY BE IMPACTED BY YOUR PROBLEMS
SO THEY LET YOU OUT AFTER BEING HOSPITALISED?
YOU MAKE ISSUES WHAT IF HE FLIPS OUT?

BIGGER YOU TAKE TOO MUCH TIME OFF
THAN WHAT THEY REALLY ARE
CALM DOWN YOU NEED TO BUILD SOME RESILIENCE
AND ACT ISN'T THERE SOMEWHERE THAT PROFESSIONALLY PEOPLE LIKE YOU CAN LIVE AND BE SECURE AT NIGHT?

I LOVE TO STIR YOU UP ABOUT MENTAL HEALTH
I DIDN'T INCLUDE YOU BECAUSE I DIDN'T THINK YOU WOULD COPE
UGH! CAN'T YOU AT LEAST PRETEND TO BE NORMAL?



The Overwhelming Majority of Employer Well-Being Programs Only Address Physical Wellness



***RAND Health: Workplace Wellness Programs Study 2012**

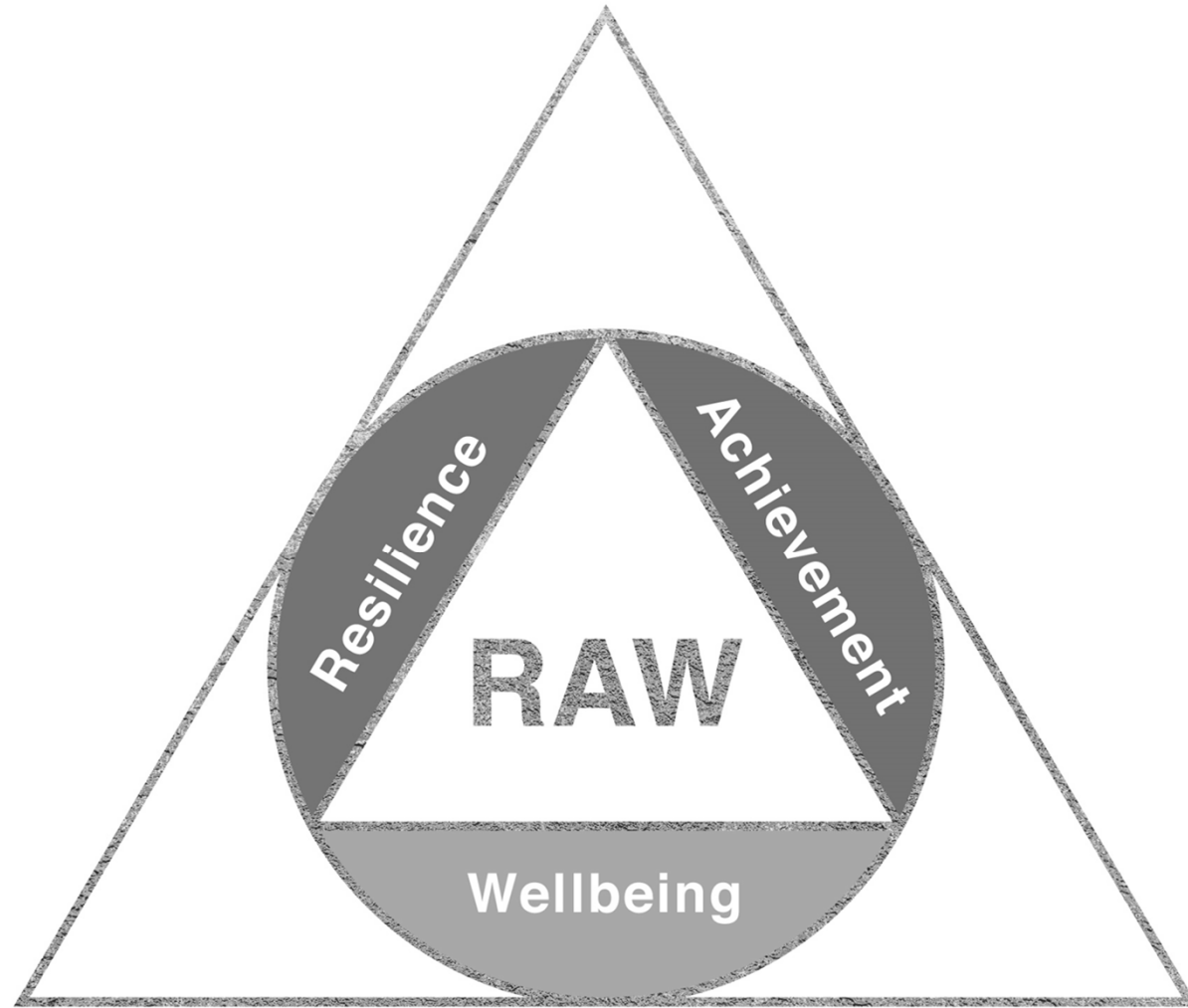
- Stress Management
- HRAs
- Weight Management
- Nutrition
- Screenings
- Fitness Services
- Smoking Cessation
- Other Services

Positive Psychology at Work

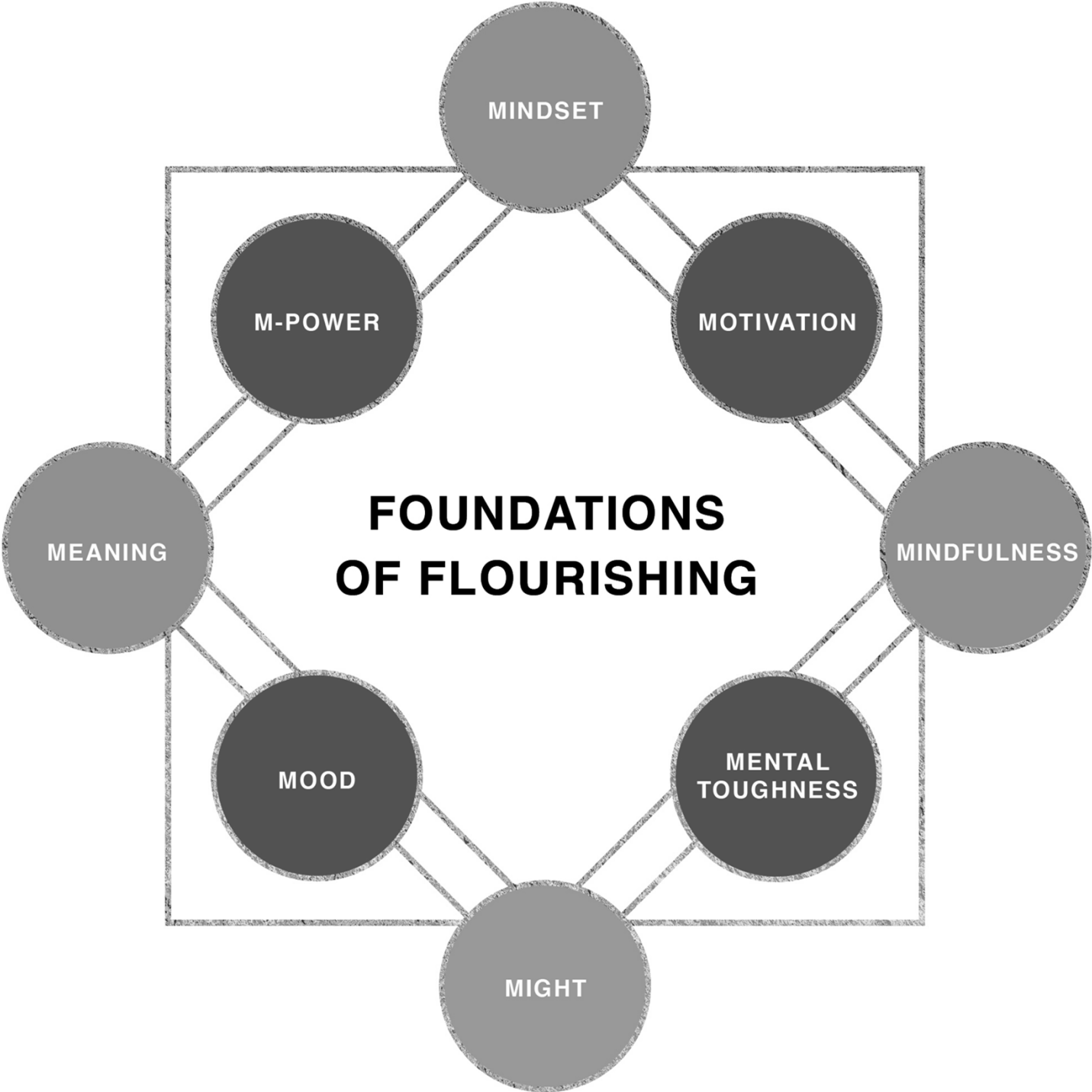
*...in an increasingly VUCA environment, individuals, teams and organisations are looking for **evidence-based approaches** that can not only **build resilience** to survive, but **enhance achievement, creativity, innovation and well-being** to thrive and gain competitive advantage.*

(Green, Evans & Williams, 2017)

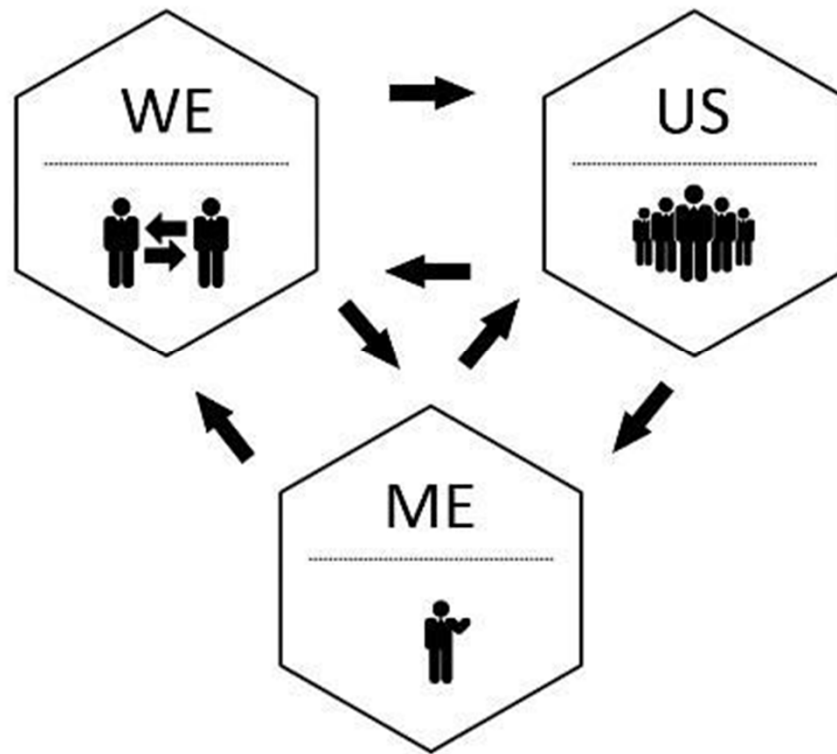
Our Approach...



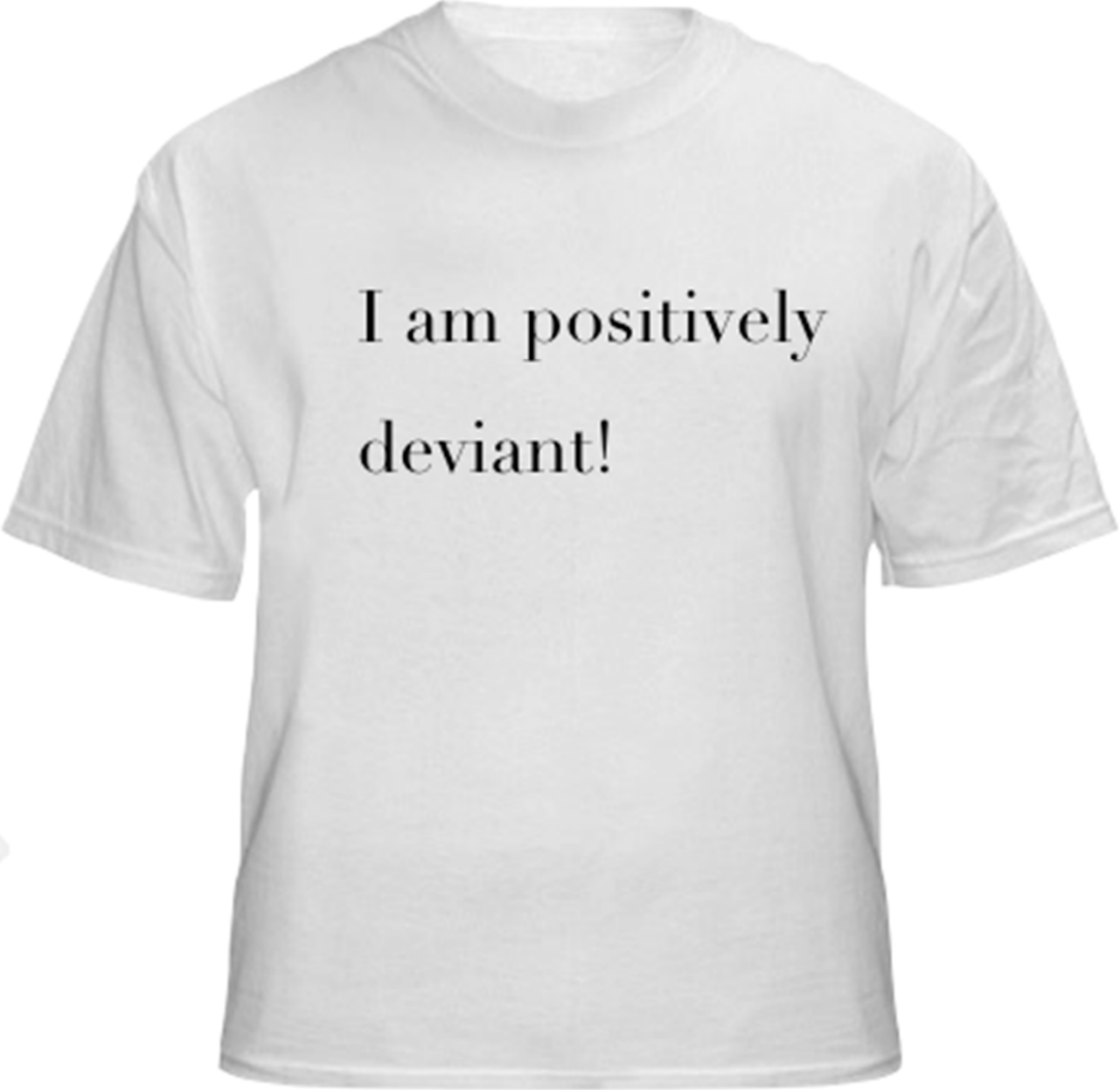
RAW MODEL OF FLOURISHING



Me, We & Us



Positive Deviants



I am positively
deviant!



RBA Facilities Management



Who are we?

- Responsible for the Bank's property, workplace and security needs
- 60 staff
- Fast-paced, outcome focussed, pragmatic approach in a risk averse environment.



Why?



The Vision

*‘To create an environment where our people feel fulfilled, supported and valued to enable them to **THRIVE.**’*



The Tender



- Re-direct training budget



- Identify what success looks like



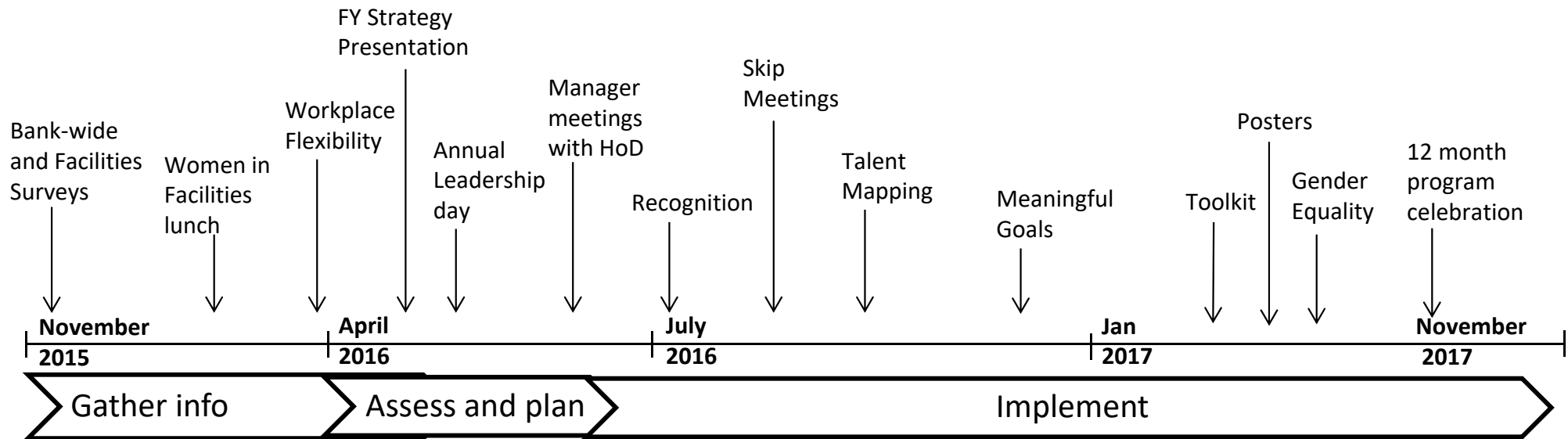
- Link to the Bank's values



- The Positive Organisational Psychology scope:

*Design and implement a program of initiatives to support and embed **positive culture and behaviour** throughout the department*

The Program



Positivity Institute Program:

- Introduction Town Hall
- All staff 2 day workshop
- Leaders 1 day workshop
- Monitoring
- 1:1 coaching

↑ Pulse measure ↑ Pulse measure ↑ Pulse measure

What we created

Trust

HOW...

Trust comes as we build positive relationships. Paying attention to people and how you communicate, getting to know each other, appreciating our similarities and our differences and expressing gratitude are all ways to foster trust.

Be aware of your mindset and your mood (positive energy), be consistent with your behaviour and actions, and do what you say you are going to do.

TOOLS...

Look at the Mindset and Mood sections of the toolkit for more detail.

WHAT ACTIONS HAVE HELPED BUILD TRUST IN YOUR TEAM?



"Vision Statement"
We will create an environment of trust, where staff are treated with respect and where opinions are valued; where people can work with reasonable autonomy, with no blame or fear of retribution.

Active constructive feedback expands people and validates their ideas through exploration and asking questions.

FOOD FOR THOUGHT

When somebody believes in you, they essentially PLANT A SEED which helps prime you to see positive possibilities...

Alternatively, when somebody makes negative assumptions, this shifts our focus to the "bad stuff" (negative bias).

The Lesson: choose not to buy-in to others' biases and beliefs.

	Active	Passive
Constructive	<p>Enthusiastic support Eye Contact Authentic</p> <p>Great news! I know you'll do it. How do you feel?</p>	<p>Low Energy Delayed Response Quiet</p> <p>Oh yeah, that's nice... good for you.</p>
Destructive	<p>Quashing the event! Dismissive Demeaning</p> <p>I don't believe you'll be successful.</p>	<p>Turn focus inward Avoiding Ignore Speaker</p> <p>Yeah, well, I just got a new video game.</p>

Leadership & Development

HOW...

Leadership can be defined as the ability to positively influence others. Its about how you interact with those around you. We all have opportunities to be a positive leader. Be aware of whether we have a fixed or growth mindset, use the 'STOP' technique and everyday mindfulness tips, and look out for ANTS or biases (in regard to ourselves and others).

In order to develop, have you discussed your career aspirations with your manager? Is this reflected in your goals?

TOOLS...

The Bank supports training through ESS and provides study assistance for external courses.

Find a course that meets your needs and speak to your manager, or refer to the HR intranet site for further details.

WHAT QUALITIES DO YOU THINK MAKE A GOOD LEADER?



"Vision Statement"
We will develop our skills to deliver to the best of our ability, as individuals, teams, leaders and managers, and be ready for higher opportunities as they arise. We will behave ethically and treat everyone fairly.

FOOD FOR THOUGHT

What can you do to be a POSITIVE ENERGISER in your department?

Have you ever considered whether you energise a room more when you enter it or when you leave it....?

Did you know EMOTIONS are "catching"!

Think about how you want to SHOW UP each day... If its as the "best version of myself" then you are more likely to have a POSITIVE RIPPLE EFFECT.



Diversity

HOW...

Diversity is about fairness and equality of opportunity.

Great leaders empower individuals as well as create and leverage the thinking of diverse groups.

Have you identified the diverse range of strengths in your teams and are you utilising them effectively?

Diversity promotes inclusion tolerance, acceptance and gives us richer perspective.



"Vision Statement"
We believe in the benefits of diversity to improve outcomes and value the contribution of different strengths, experiences, ages, backgrounds, ethnicities, abilities, beliefs and genders. We encourage and support diversity of views in our communications, in decision making and in our day to day work.

FOOD FOR THOUGHT

A diverse thinking team is greater than "the sum of its parts".

Diversity fosters a more creative and innovative workplace.

What biases might you hold in regards to others? How can you be more mindful of these in your workplace interactions?



TOOLS...

Did you know ... individuals identify with one of six preferred approaches to problem solving. When faced with making a decision, which do you prefer? **Stick a dot on the pie** → →

The best outcomes originate from groups with a good mix of thinking styles. How diverse is your team?

* The problem solving diversity model was created by Deloitte's Juliet Bourke

Wellbeing

HOW...

Research suggests that we need to work on all components of the PERMAH model (below) to cultivate wellbeing in our lives.



DO YOU HAVE A WELLBEING GOAL YOU ARE WILLING TO SHARE?

Practicing gratitude, doing things we enjoy, fostering positive relationships, setting and achieving goals, dedicating time to something of purpose and leading a healthy lifestyle all lead to good wellbeing.

Which areas have you mastered and which could do with more focus?

* The PERMA model was created by Professor Martin Seligman and recently Michelle McQuaid added the 'H'.

The Challenges

Big
Assumptions



Time and Effort

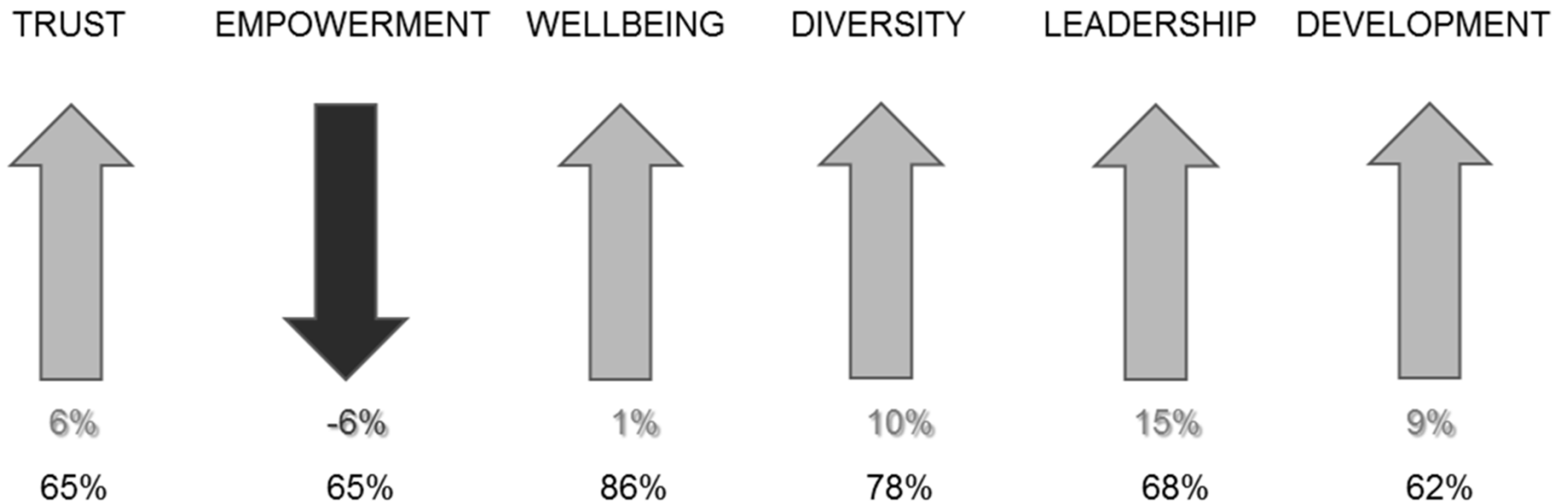


Questions?

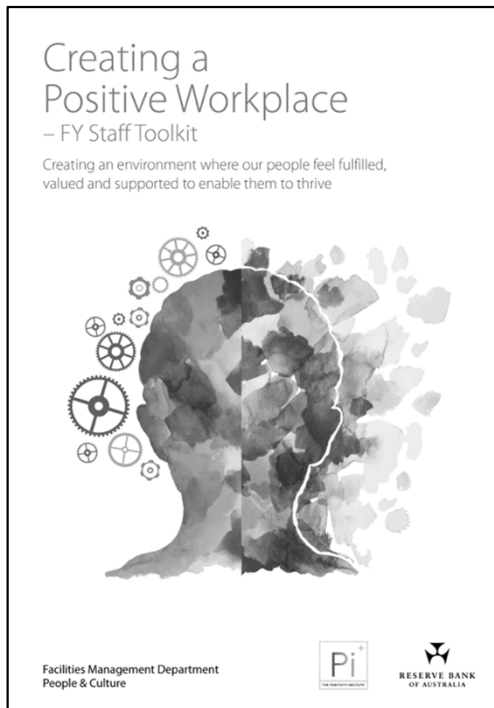
Sceptics

Outcomes

Pulse Survey Results



Shared success stories



*“the positivity training has **helped me to be more positive** in my general outlook on work and life more broadly.”*

“I actively look to be more positive in everything I do, and I feel much better for it.”

*“I believe we’ve all learned something from the Positivity Institute, even if it's **more about ourselves.**”*

*“Overall, I feel encouraged that our department has **invested in the wellbeing of staff.**”*

Lessons

- Find a core group of passionate adopters
- Support from leadership
- Don't force it... let it evolve...
- You need persistence
- Address the cynics – call out bad behaviour
- Create a common language
- Embedding is critical – increase the 10%
- Measure progress
- Savour success
- Start something - start with yourself

PI Reflections & Learnings



10 TOP

1. Clarify roles of “consultant” & client.
2. Highlight importance of intrinsic motivation/autonomy.
3. Know your audience – adapt language.
4. Build & maintain a strong rationale for approach.
5. Importance of Training + Coaching + Consulting.
6. Benefits of coaching post-training e.g. executive/wellbeing coaching/coaching circles.
7. Top Down & Bottom Up approach needed.
8. Find & support your (unlikely) champions.
9. Senior Leadership support crucial.
10. Build internal capability/knowledge of PP/POS.

+ encourage the organisation to present, publish and share their stories!

How do we enable PP@Work?

- Leadership Training + Coaching in Positive Psychology/Positive Leadership, Resilience (Mental Toughness) and Evidence-Based Coaching
- Positive Psychology Training for all staff
- Workplace Coaching beyond the Senior Executive
- Collaborate to “hardwire” Positive Psychology into the culture
- Review of structures, policies, procedures to ensure they are supported by key theories of optimal human functioning ie Self-Determination Theory

Conclusions

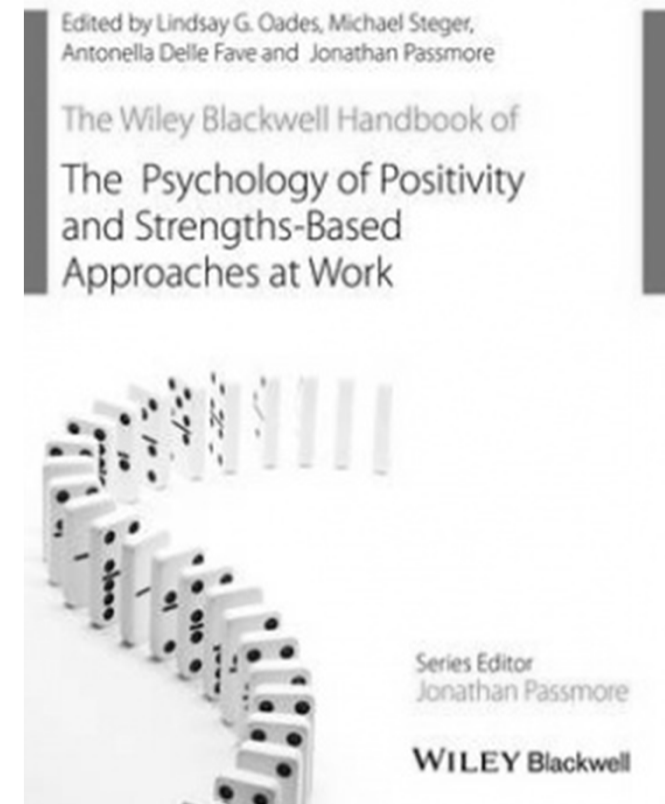
- Tens of billions of dollars are spent worldwide every year on employee training, but often the long-term ROI remains questionable.
- A recent study found that a single training session on the principles of positive psychology was shown to improve the overall well-being, energy and stress management skills of 250 managers (Achor. 2011).



Want to learn more?

Email us:

- Green, S., Evans, O. & Williams, B. (2016). ***Positive Psychology at Work: Research & Practice***. In Proctor, C. (Ed.), *Positive Psychology Interventions in Practice*. Springer.
- Green, S., McQuaid, M. & Purtell, A. & Dulagil, A. (2017). ***The Psychology of Positivity at Work***. In Oades, L.G. & Passmore, J. (Eds.), *Handbook of Positivity & Strength-Based Approaches at Work*. Wiley-Blackwell.





“Large angels take a long time unfolding their wings, but when they do, soar out of sight”

David Brooks
The Road to Character



RESERVE BANK OF AUSTRALIA



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