

# HAPPINESS



**Happiness is a mental state of well-being characterized by positive emotions ranging from contentment to intense joy.**

## Seligman's areas of happiness

Martin Seligman researched 120 recipes for happiness as scientifically as possible.

Two of his conclusions:

1. You can increase happiness
2. There are three kinds of happiness related to the three lives we live.



### The Pleasant Life

Life in which you have as much pleasure and positive emotion as possible



### The Good Life

Knowing what your highest strengths are and re-crafting your life to use them in work, love, friendship, parenting, etc. Immersed in what you love to do and do best.



**The Meaningful Life** – Knowing what your strengths are and using them to contribute and belong to something bigger than yourself.



**The Pleasant Life** – Life in which you have as much pleasure and positive emotion as possible and the skills to amplify those emotions.

### Three Drawbacks to the Pleasant Life:

- 1) It is about 30% heritable
- 2) Positive emotion is short and habituates rapidly. In other words, you get bored of the activities that make you happy very quickly.
- 3) It is not very malleable



### The Good Life

Knowing what your highest strengths are and re-crafting your life to use them in work, love, friendship, parenting, etc.

This will help you being "In the zone", "In flow" the time when you feel nothing because you are completely immersed in what you love to do.



### The Meaningful Life

Knowing what your strengths are and using them to contribute and belong to something bigger than yourself.

## Coming from medicine, neurology and psychiatry. What did I discover in the business world ?

1976 Research on stress in schools

1987 Research and consulting on stress at work



# HAPPINESS

Should companies make their employees happy?

# YES

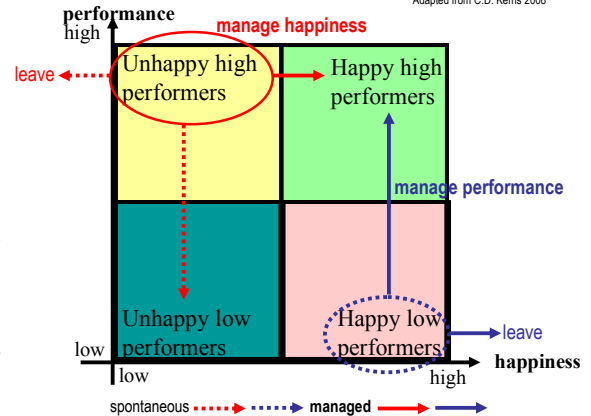
Happy people perform better

Main cause increased productivity = increased effort

A happy brain performs better

"Happy people perform better" needs two nuances

Adapted from C.D. Kems 2008



About happiness: my mother



"It must be so awful for you to live here, after having lived for 50 years in the most beautiful house of Bruges"

"Theo, there is something much worse"

"???"

"Never having had the chance to live in such a beautiful house"

"???"

About happiness: my daughter



"Are you going to be happy or are you going to be unhappy?"



About happiness: Pete Best



"But I look back in hindsight and I'm happy. I have a great band that gets great accolades. I've got an original album done that I'm proud of, a marriage that's lasted 45 years, two beautiful daughters and four grandsons I can spoil. I can walk around Liverpool and be respected. I can go all around the world and wake up with the feeling I'm happy."



Anonymous black South African woman whose total family was murdered by the apartheid regime



"Why can you be so happy. Don't you hate them?"

"If you hate you can't heal"

# HAPPINESS

## About happiness: Jimmy Bain

Jimmy Bain: just released after 35 years innocently in prison



Are you angry: NO ! Are you really not angry: NO, I'M NOT !

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## Can companies make their employees happy?

# NO

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The only person that can make **you** happy is

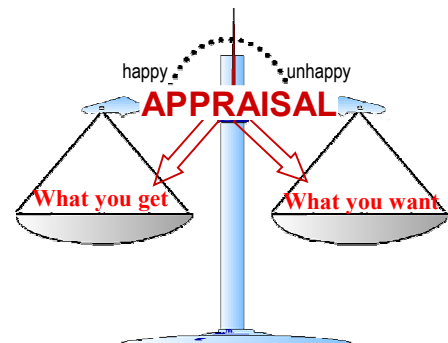


Happiness is in the mind of the beholder

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## The Happiness balance

A balance between what you get and what you need  
A balance between what you think you get and what think you need



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## The secret of un-happiness

Your happiness does not depend on the circumstances but on



If you want to be un-happy think "If I get..., then I will be happy"

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## Happiness is in the mind of the beholder

Not:

SITUATION  $\longleftrightarrow$  HAPPINESS

But:

SITUATION  $\rightarrow$  INTERPRETATION  $\rightarrow$  HAPPINESS



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# HAPPINESS

**Happiness is in the mind of the beholder**

SITUATION	INTERPRETATION	FEELING
LIVABLE	→	HAPPY
UNLIVABLE	→	UNHAPPY

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**Happiness is in the mind of the beholder**

SITUATION	INTERPRETATION	FEELING
LIVABLE	→	HAPPY
UNLIVABLE	→	UNHAPPY

**What a relief !**  
**Not the responsibility of companies and managers!**

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**Can companies make their employee's happiness more likely?**

From a happy, high performance team to... an unhappy, low performance team

What made the difference?

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# JOB-happiness

# BOSS-happiness

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**The "soft" stuff is hard on bottom line and... on people**

**Managers and fatal heart disease**

3.122 Swedish male employees tested 1992–1995 - Followed till 2003  
74 Heart incidents: heart stroke, angina, dead due to heart disease  
10 questions about manager

Result?

- Does the quality of management make a difference?
- If good manager what % less risk of dying?
- If bad manager, what % higher risk of dying?

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**If good manager:**  
20% less risk of fatal heart disorder

**If during four years or more:**  
40% less risk

**If bad manager:**  
25% higher risk of fatal heart disorder

**If during four years or more:**  
60% higher risk

**A good manager = good for your heart**

	Naam en voornaam van de voorschrijver <b>Dr Theo Compennolle</b>
DOOR DE VOORSCHRIJVER NA TE VULLEN naam en voornaam van de rechtebende Voorbehouden aan het verzekeringsoverzet	Employee Your Company
Stempel van de voorschrijver Dr T. Compennolle Tervurenlaan 19 1040 Brussel 02 734 30 66 office@compennolle.com	Datum en handtekening van de voorschrijver R/Excellent People-Manager Dt/ 365 daer S/ 1 à 3/day 15-01-2011 Uitsluitend vooraf voormiddels datum of vanaf.

GENEESMIDDELENVOORSCHRIFT

# HAPPINESS

1. My boss gives me the information I need
2. My boss is good at pushing through and carrying out changes
3. My boss explains goals and subgoals for our work so that I understand what they mean for my particular part of the task
4. I have a clear picture of what my boss expects of me
5. My boss shows that he/she cares how things are for me and how I feel
6. I have sufficient power in relation to my responsibilities
7. My boss takes the time to become involved in his/her employees' professional development
8. My boss encourages my participation in the scheduling of my work
9. I am praised by my boss if I have done something good
10. I am criticized by my boss if I have done something that is not good

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Can companies make their employee's happiness **more likely?**

**YES**  
you can  
make happiness more likely

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Coming from medicine, neurology and psychiatry.  
What did I discover in the business world ?

1976 Research on stress in schools      1987 Research and consulting on stress at work

**CORPORATE BRAIN DISORDER**

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**THE UNHAPPY CORPORATE BRAIN**

FUNCTIONS AT **60%** OF ITS POTENTIAL

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The Corporate Brain  
= Brainworkers, their Thoughts, their Relations and their Emotions

What is the keystone of the relationship  
Between a manager and his team  
Between a leader and her followers  
Especially in times of change

NB: this is also true for your relationship with your clients

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# HAPPINESS

**TRUST ?**

- **65 %** think senior management and employees **DO NOT TRUST EACH OTHER** (ww)
- **64 %** of staff **OFTEN DON'T BELIEVE** their manager (cm)
- **70 %** think managers **DON'T DO A GOOD JOB INVOLVING EMPLOYEES IN DECISIONS** (wc)

cm=Council of Communication Management,wc=Wyatt Company Work USA Survey, ww=Watson Wyatt, NPR National Productivity Review

Trust is like a bucket of water that you can only fill drop by drop, but one stupid move will empty it at once.

916 trust in 2007

**Trustfactors have a big impact on the bottom line**

Holliday Inn. Survey of 6.500 employees in 76 hotels

What has the biggest impact on profitability when organization/infrastructure is the same

**12,5 % more integrity**  
(perceived alignment between the managers' words and actions)

**2,5% increase of profitability in % of revenue !!!**  
**= + \$ 250.000 / hotel /year**

**No other aspect of management behaviour had such a large impact on profits!!!!**

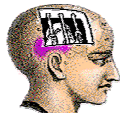
Integrity → trust → employee commitment → client satisfaction → profit

(Tony Simons: The High cost of low trust HBR sept 2002 p18.)

**The corporate brain lacks food for thought and insight!**

- Our bosses don't keep us well **informed** (tp) **60 %**
- Relevance of the **information** we get worsened (im) **55 %**
- **Information** needed for duties is not widely shared (tp) **62 %**
- Bosses do not listen to our **ideas** or act upon them (tp) **71 %**
- **LESS THAN 50%** of our collective knowledge is used (kt)

**The companies of 3/5 of these people suffer from CORPORATE BRAIN DISORDER**



No trust	<b>65%</b>
Don't believe managers	<b>64%</b>
Not involved	<b>70%</b>
Managers: I do not best effort	<b>46 %</b>
Managers: I do not feel challenged	<b>64 %</b>
Managers feeling trapped	<b>43 %</b>
Company really good place:	<b>&lt;5/10</b>
Not extremely satisfied with work	<b>67%</b>
Not well informed	<b>60%</b>
Q of information gets worse	<b>55%</b>
Not getting info needed for work	<b>62 %</b>
Bosses don't listen	<b>71 %</b>
Used up at the end of the day."	<b>71%</b>
Tired in the morning	<b>68%</b>
Emotionally drained from work	<b>60%</b>
Feeling nervous or stressed past 3 months	<b>53%</b>
Stress has caused minor health problems	<b>38%</b>
Sometimes can't cope with all I have to do	<b>35%</b>

**HOW DO THESE PEOPLE FEEL AT WORK ?**

(CCP, Dale Carnegie & Associates, The Marlin Company, Wyatt Company WorkUSA Survey, Families and Work Institute, LISB etc...)

**How do these brainworkers feel at work?**

**The Healthy and Motivating**

Passion? Desire? Confidence? Pleasure? Commitment?  
Pride? Belonging? Autonomy? Affection? Love? Trust??  
Challenged?? Determination?? Loyalty?? Feeling Respected? Altruism?? Empathy? Intrapreneurial?  
Looking forward to change?

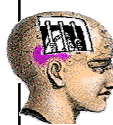
HAPPY ???????

Or do they feel

**The Depressing and Demotivating:**

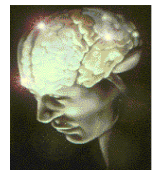
Anger! Fear! Anxiety! Paralysis! Apathy! Hostility!!  
Hate! Lost! Antagonism! Discontent! Resentment!  
Isolated! Distrust!! Risk averse !! **Fearing change???**

UNHAPPY?



**ALL employees are brainworkers now!**

- Machines replaced muscles
- Computers replaced the lower intellectual functions
- What's left: work needing the most human higher intellectual and social skills



# HAPPINESS

Your first competitive advantage are your brainworkers and the way you manage them

**ALL your employees are brainworkers now!**

Your most important competitive advantage:

1. having workers with good brains and social-skills
2. good people-managers to manage them

If you get this right, it is nearly impossible to copy by your competitors



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**You can demand handwork**

You can buy their work, their working hours.  
You can demand these



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# BRAINWORKERS are managed like HANDWORKERS

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**You can demand handwork  
You cannot demand brainwork**

You can buy their work, their working hours.  
You can demand these

You cannot demand their enthusiasm, their loyalty, their creativity, their ingenuity, their readiness for change!  
**You cannot buy the best of their brains!**

**They volunteer it !!!  
Brainwork must be earned, deserved.**

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**To earn their best brainwork  
Study their instructions for use**

- Know their personal manual
- Know the manual of brainworkers
- Know the manual of the brain

Very important and most researched chapter is the one about **STRESS**

Very fast increasing importance: the chapter about focus; about multitasking and being always connected.

Adapted from © Ron Leishman · www.ClipartOf.com/439572

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## Happiness in a Ministry

30 departments

The last three months I felt:

- So physically ill I could not come to work (at least 1/2 day)
- Physically ill but came to work
- So psychologically ill I could not work
- Psychologically ill but came to work

	<u>Avr:</u>	<u>Lowest</u>	<u>Highest</u>
		<u>1/3d :</u>	<u>1/3d:</u>
	<b>13%</b>	<b>10%</b>	<b>25%</b>
	17, 6	16, 7	7
	3	0	18, 8
	10	7, 4	18, 8

1. What would the return be if we could bring the level of the highest to the average (or the lowest) departments?
2. With the return of this, how many people could we hire to reduce the workload for everybody?
3. What explains the huge difference between departments where people with the same background, in the same work environment, do more or less the same work?

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# HAPPINESS

**What makes the difference between companies and between departments?**  
**Do you want to hear the bad news or the good news?**

**The bad news: it is**



**YOU, the managers and your people management**

**The good news is:**



**There is hope!**  
**Management behavior can be improved!**

**The good news: it is**



**Management behavior can change!**

- Organization with 15% absenteeism
- Reduced to 9% = **40% reduction!**
- **With only training to change leadership style**

(Van der Pol 1995)

**There is hope!**

**Manage their needs and emotions**

**Marketers know:**  
**To be successful in selling a product or a service to people: you need to tap into their needs, feelings, values and beliefs**  
 Billions are invested to get to **1:1 marketing**, to know the **needs** of single customers.

**Managers forget:**  
**To get employees involved in an idea, a plan, a change project: **Take into account their needs, feelings, beliefs and values!****

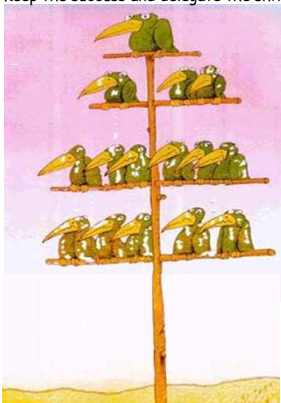
Invest in **1:1 management**,  
 Know the **needs and feelings of your brainworkers!**

**What every manager knows. What too many managers do:**

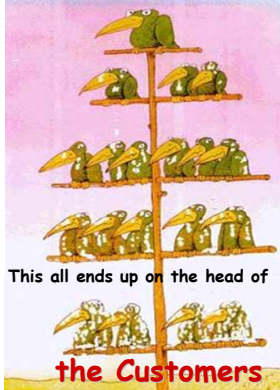
To create passionate, creative, changing, learning high performance **dream-teams:**

**THE MANAGER OF BRAINWORKERS SHOULD BE A SERVICE PROVIDER**

**who keeps the shit and delegates the success !**



**What too many managers do:**  
 Keep the success and delegate the shit



**This all ends up on the head of**  
**the Customers**



# HAPPINESS

The third law of Compernolle or

## THE LAW OF THE CHICKEN-LADDER

**“Shit from the top  
always ends up on the unhappy customer”**



Truman 788

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Managers of Brainworkers should be

## **Service-providers !!**

You create for them  
the conditions they need  
to CHANGE and to EXCELL in their work

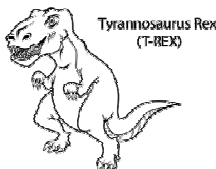
**PUT YOUR BRAINWORKERS FIRST**

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## **Managers of Brainworkers are Service Providers !**

**You provide the services THEY need  
to be happy high performers**

**1911  
Demand and  
Control**



Tyrannosaurus Rex  
(T-REX)

**2011  
Inspire, service  
and coordinate.**



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## **Put your people first**

Top-CEO's tell you

**“We treat our associates like clients.  
If you treat them well they will treat their clients well.  
That has been our major competitive advantage”**

Herb Kelleher  
Founder and former CEO of Southwest Airlines  
*The only airline that never made a loss, even not when the other airlines tried to kill it with very dirty tricks*



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## **Put your people first**

Researchers tell you too

Putting brainworkers first,  
does this really mean **customers second?**

**YES !**

Putting the customer second

Ronald J. Burke, James Graham, Frank J. Smith  
The TQM Magazine : Feb 2005 Volume: 17 Issue: 1 Page: 85 - 91

**AND NO !**

**It is not a zero-sum game!**

Putting your brainworkers first  
is the best way to **really** put your clients first.

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## **Put your people first**

Top-CEO's tell you  
It is not a zero-sum game

**“I turned conventional business wisdom on its head, by putting my employees firmly ahead of customers and shareholder value.”**

**“When your collaborators are happy, smile and love their work, their performance will be excellent.**

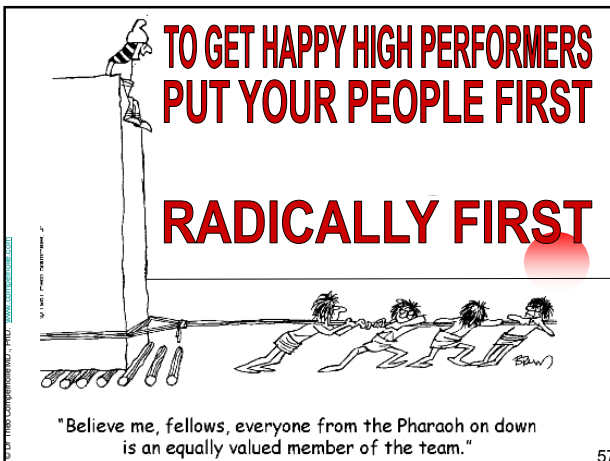
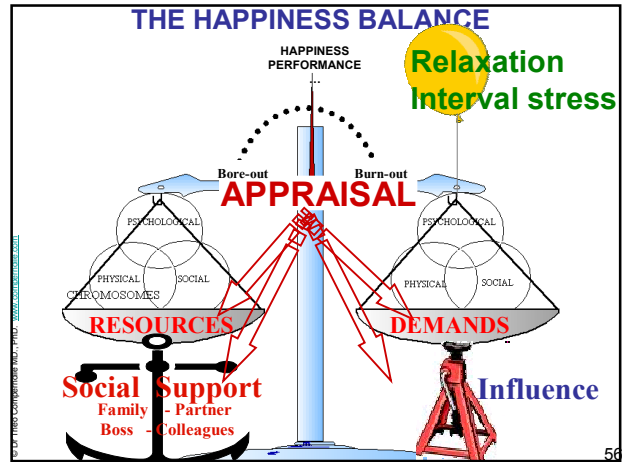
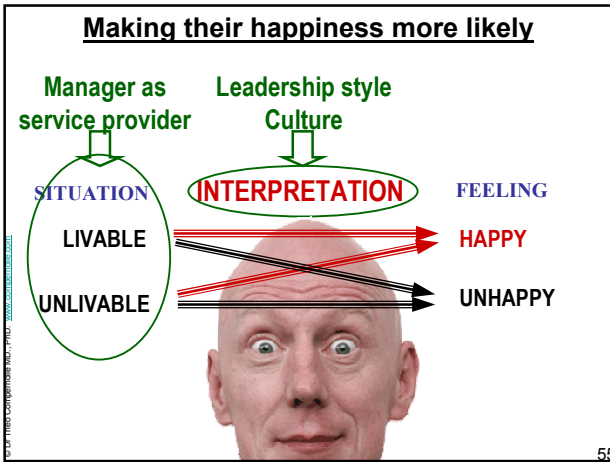
**As a result your clients will have an excellent experience dealing with your company.”**

*Richard Branson (“Virgin”) severely dyslectic, went from 0.00 to 3 billion*



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# HAPPINESS



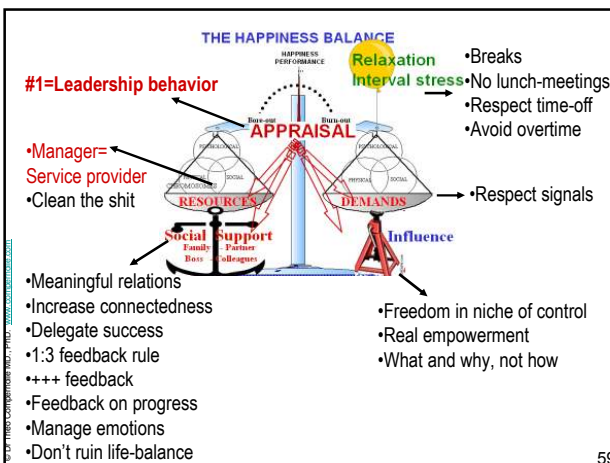
**EXTRA FOR YOUR INSPIRATION:**

I prepared a few more slides but we did not have the time to discuss them. I add them below for your inspiration. I hope they are self explanatory or kindle your curiosity.

Many of you showed interest in the negative impact of multitasking and being always connected, got to [www.compernelle.com](http://www.compernelle.com) and in the index click on "Texts to download". There you will find a first draft about it and other texts that may interest you. Feel free to pass this handout and these texts to others.

You may order my book at : **"Books and tools"**

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- A few researched tips to increase your happiness (I)**
- People in committed relationships have been shown to be happier than those who aren't. If you're married to happy person, then you are happy as well.
  - Random acts of kindness 5x a day. Hold a door open, give directions, compliment people, donation to homeless...
  - Optimal ratio of positive to negative emotion is above 3:1 to 11:1
  - Separate work and home rather than integrate them.
  - Don't let your happiness depend on the outcome, which is outside your control. Fully invest yourself in the process.
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# HAPPINESS

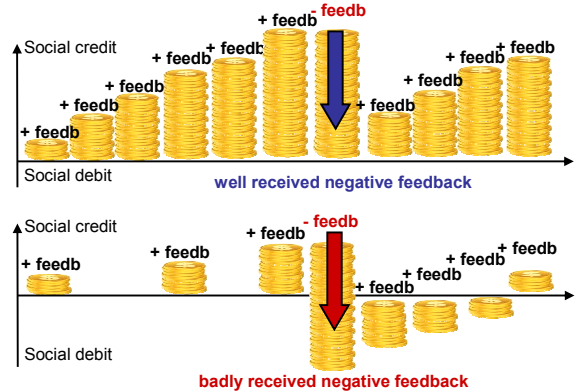
## A few researched tips to increase your happiness (II)

- Count your blessings once a week
- Behave like a happy person: walk with brisk big steps, straight, shoulders back, head up, speak with a cheerful tone, use positive words, smile and laugh even if you don't feel like it: your brain will try to synchronise by bringing emotions in line with your behavior by producing happiness stimulating hormones
- Music, Sex, Food, Run, Dance, Sport, Work out ,Laugh

And by the way most of these stimulate hormones and endorphines that further stimulate an euphoric feeling  
**Oxytocine:** decreases stress, increases bonding, trust, happiness

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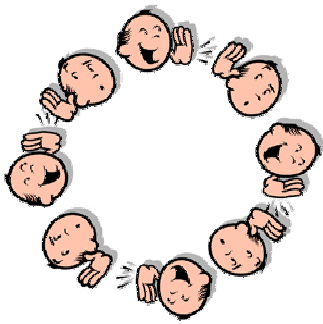
## The Feedback Bank



Marcial Losada: P/N=strongest predictor of successful teams.  
 Effective teams pos/neg statements: minimal 3/1 optimal: 5/1 max: 11/1  
 NR: Positive is good for brain. Less = loss of brainmass/connections. eg depression 0.5

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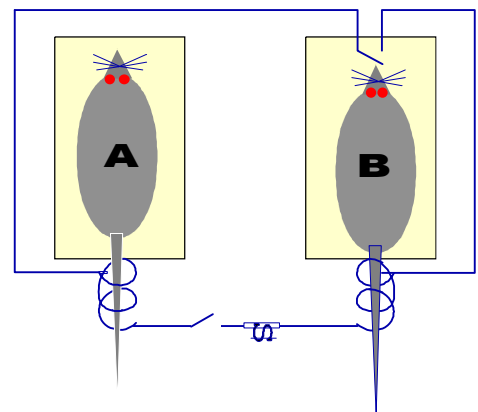
## Use The Grapevine



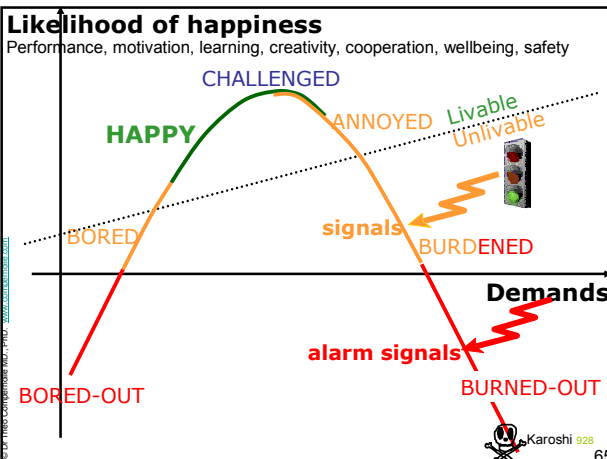
One positive gossip a day, is oil for the engine of change!  
 (why not go for three a day?)

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## Influence Makes All The Difference



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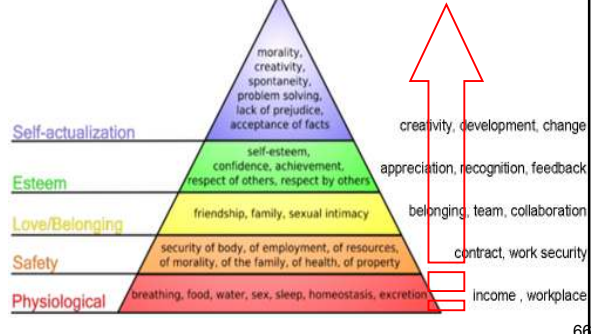


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## Requirements for happiness

following Maslow

## PUT YOUR PEOPLE FIRST

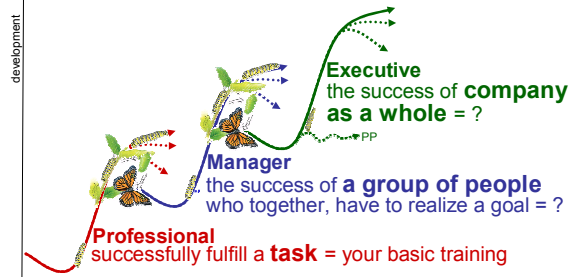


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# HAPPINESS

## From Professional to Manager to Executive: two metamorphoses

What is the fundamental difference between the responsibility of a professional, a manager and an executive ?



**A most important strategic role for HR!**

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## This soft stuff is very hard on the bottom line

Improvement climate/culture	yields	increase in
10%	+7,9%	Net operating income
14%	+5,1%	Revenue growth <small>(US Life Insurance Trade Organization)</small>
12%	+5,9%	Sales <small>(Multinational Consumer Product Firm)</small>
13%	+8,8%	Profit <small>(US Life Insurance Trade Organization)</small>
10%	+2,4%	Retention <small>(Various Organizations)</small>
24%	+8,2%	Bonus <small>(Multinational Consumer Product Firm)</small>

**and... very difficult for competitors to copy !**

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### Dr Theo Compernelle MD, PhD.

**Work:** Independent consultant, coach, trainer, researcher, keynote and motivational speaker. Free lance lecturer and coach at business schools such as INSEAD and CEDEP in France and TIAS-NIMBAS in the Netherlands

→2007: Suez Chair in Leadership and Personal Development at the Solvay Business School of the Université Libre de Bruxelles

→2005: Adjunct Professor-at-large INSEAD France

→2000: professor at the Free University of Amsterdam and visiting professor at the Vlerick School for Management (Belgium), University of Nyenrode, Erasmus Amsterdam and TiasNimbis.

**Expertise:** Psychological and relational aspects of leadership

(1995 →) Executive Coaching, Executive team coaching, Executive Development, Board adviser

(1995 →) Resolving conflict and dysfunction at the top

(1995 →) Coaching, consulting families with a business

(1994 →) Management Behavior, Change Management

(1990 →) Corporate-Stress-Management: Strategy oriented change programs to improve the resilience and agility of people and organizations

(1987 →) Individual Stress-Management (managers and executives)

**Roots:**

(1987) PhD on stress: University of Amsterdam

(1979→) Research about stress in secondary schools →PhD

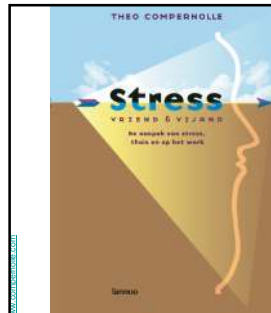
(1976→) Systems Family Therapy (Univ. Pennsylvania USA)

(1973→) Psychiatry (Univ. Leiden)

(1971→) Neurology (Univ. Amsterdam)

(1964→) Medicine (Kath. Univ. Leuven) → MD

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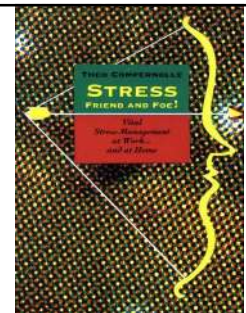


**STRESS: VRIEND EN VIJAND**

12<sup>th</sup> edition (10<sup>th</sup> = update)

Lannoo Tiel: ISBN 90 209 2058 8

Scriptum R'dam ISBN 90 71542 52 1



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