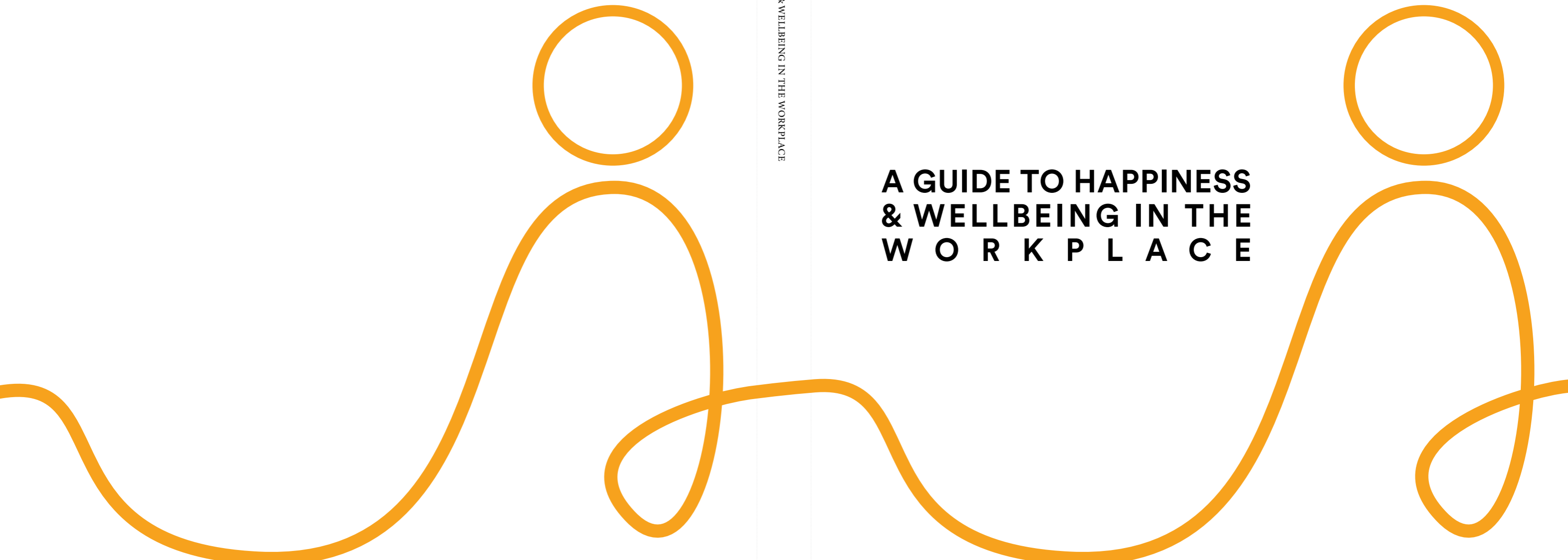البرنامج الوطني
للسعادة وجودة الحياة

**National Program for
Happiness & Wellbeing**

A GUIDE TO HAPPINESS & WELLBEING IN THE WORKPLACE

A GUIDE TO HAPPINESS & WELLBEING IN THE WORKPLACE

CONTENTS

البرنامج الوطني
للسعادة وجودة الحياة
**National Program for
Happiness & Wellbeing**

HAPPINESS & WELLBEING ARE
PART OF THE FABRIC OF OUR NATION

Every nation has its own unique history. Knowing and understanding our heritage enables us to align our vision for the future with the progress of the past, in order to scale new heights together as a people. The history of our nation is a proud one and the notion of happiness is not new to our people or our leaders. Indeed, it can be traced back to the founding of our nation. The vision of our founding fathers, led by the late Sheikh Zayed bin Sultan Al Nahyan, was for all residents of the United Arab Emirates (UAE) to be happy.

With this objective in mind, the National Program for Happiness and Positivity was launched in 2016. The programme has already experienced success in its various initiatives, including creating Happiness and Positivity Councils, with specific roles for more than 140 Happiness and Positivity Officers across several government and private-sector organisations. In addition, we have introduced Happiness and Positivity
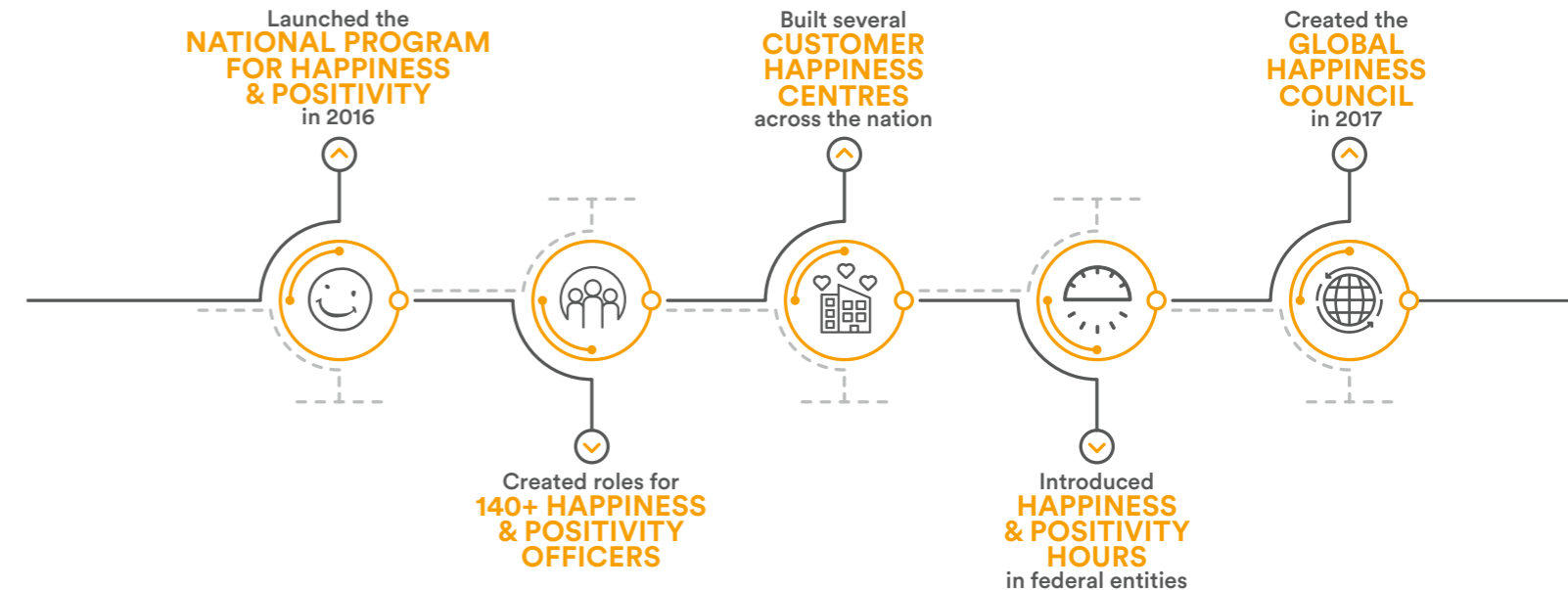
Hours in federal entities, built several Customer Happiness Centres across the nation, developed a Happiness Policy Screening Tool, which was then further elaborated upon to launch the world's first Happiness Policy Manual for government officials.

In launching this programme, His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE, Ruler of Dubai, displayed great wisdom. Rather than creating a ministry responsible for happiness, he intended that the responsibility of working towards achieving happiness be shared across the entire government. His vision is for happiness to be "a lifestyle and the higher purpose of government work in the UAE".

In his book, *Reflections on Happiness and Positivity*, Sheikh Mohammed explains the importance of happiness and positivity on various aspects of government work, and talks explicitly about his view that the purpose of government is to create happiness for its people. Today, the UAE is a global leader when it comes to taking initiative in promoting happiness and wellbeing as a national imperative. In March 2017, coinciding with the United Nations' (UN's) International Happiness Day, Sheikh Mohammed announced the creation of the Global Happiness Council, a body composed of prominent scholars who will be responsible for formulating new approaches to help countries achieve happiness. The council will detail their findings in an annual *Global Happiness Report*.

"My wealth is the happiness of my people"
Sheikh Zayed bin Sultan Al Nahyan
Founding Father of the United Arab Emirates

A POSITIVE GUIDE FOR PURSUING HAPPINESS & WELLBEING

"The happiness of UAE citizens remains a top priority and permanent target of our federal and local governments"

His Highness Sheikh Khalifa bin Zayed Al Nahyan
President of the United Arab Emirates

Inspired by the vision of the UAE's leadership and their commitment to making our nation one of the happiest in the world, we are releasing this guide as an initiative of the National Program for Happiness and Positivity. Its purpose is to convert this vision into a concrete reality in the workplace and ultimately cement the position of happiness and wellbeing as a priority in government entities. It is backed by extensive research grounded in both academic theory and best practice from all over the world. Emerging theories and models in the fields of positive psychology, neuroscience, management theory and more are transforming workplace environments the world over, in both the private and public sectors. These disciplines continuously explore the impact of promoting happiness and wellbeing in the workplace and develop new methods for doing so.

Through this framework, it is our intention that we embark together on a learning journey, on which we discover how to foster the conditions necessary for our employees to thrive and flourish at work. By reading this manual, employees will be able to work towards maximising their happiness and wellbeing. It will be circulated among government ministries and agencies, to be used as a reference particularly by the Chief Happiness and Positivity Officers, HR professionals and other relevant leaders. We also hope that the concepts we put forward here can benefit those in the private sector and in non-profit organisations.

We aim to develop an understanding of the factors which, when fused together, create a culture of happiness and wellbeing. This guide explains the impact these concepts can have on our workplaces and what we can do to bring them to life.

Within this guide you will find:
- A summary of the concepts behind happiness, positivity and wellbeing, and the rationale as to why it is important to emphasise and promote these in the workplace

- A framework for happiness and wellbeing in the workplace, grounded in research and scholarship in the fields of positive psychology, neuroscience, management theory and more. The framework outlines four fundamental pillars that underpin the development of a positive workplace culture which is supportive of happiness and wellbeing. Specific, actionable areas of focus, which can guide the approaches of both employees and leaders, are outlined within each pillar.

We intend for this guide to be followed by a detailed toolkit providing practical techniques, instructions and explanations for methods and practices that will, with time, instil a culture of happiness and wellbeing at workplaces throughout the UAE.

THE UNITED ARAB EMIRATES DECLARATION OF HAPPINESS & POSITIVITY

The UAE Government believes that the achievement of happiness is a fundamental human goal and aspiration for all people. Happiness represents a holistic approach to development, wellbeing and prosperity, and it is the path towards a better world.
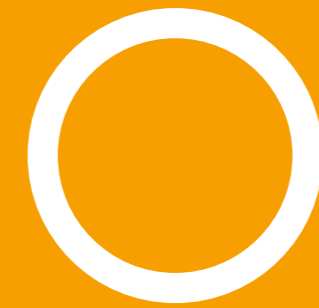
Happiness is the ultimate goal of the UAE Government. Through its policies, plans, projects and services, the government is committed to creating an enabling environment for the happiness of individuals, families and society. It is also committed to inspiring them to adopt positivity as a fundamental value and an enabler to realise their potential, their dreams and aspirations.

The UAE Government measures happiness in society and is enthusiastic in its pursuit of comprehensive and sustainable economic, social and environmental development, which will achieve happiness and prosperity for current and future generations. It also works to strengthen the culture of happiness and positivity as a lifestyle across government, social and private institutions, in line with the ambitions of the nation and the aspirations, customs and culture of its society. Members of the UAE society have positive and noble values, and strive to choose a life of happiness for themselves, their families and organisations. This positive spirit is the engine of our national economic development and social and cultural prosperity, and it provides an example to the world of a happy and positive people.

The UAE Government aspires for the nation to become an international hub and destination for happiness and positivity, while playing a key role in international efforts to achieve happiness and positivity as a way to contribute towards global prosperity and wellbeing.

UNDERSTANDING THE ROLE OF HAPPINESS & WELLBEING AT WORK

DEFINING HAPPINESS & WELLBEING

"Positivity is a way of thinking, and happiness is a lifestyle. In other words, it is not what you own or do that makes you happy; it is how you think about things"

His Highness Sheikh Mohammed bin Rashid Al Maktoum
Vice President & Prime Minister of the United Arab Emirates, Ruler of Dubai

Experts and scholars have a wide range of opinions regarding the precise definitions of happiness and wellbeing, what each entails and to what extent they overlap. There is a relative consensus, however, on the general principles of each concept, how they relate to each other and their significance at the workplace.

HAPPINESS is defined by two aspects of wellbeing. The first is experiential, which refers to one's emotional state in the moment, and the experience of positive emotions such as joy, excitement, love, hope and amusement. In this sense, happiness is when positive emotions are more abundant than negative ones, though the latter need not necessarily be absent. The second aspect is evaluative, in which individuals reflect on past feelings of happiness and how they contribute to overall satisfaction.[1]

WELLBEING is related to happiness, but still a distinct concept. In addition to considering experiential happiness, it accounts for how people evaluate their lives as a whole, the degree of control they have over them and from where they derive their sense of purpose. Wellbeing is concerned not just with how people feel, but also how they function, both personally and socially.[2]

Our daily lives can be divided into thirds: work, leisure and sleep. Half or more of our waking hours are spent at the workplace. A positive work environment can be a wellspring of positive emotions and a source of purpose – ideal conditions for promoting individual happiness and wellbeing. In recent years, we have seen a rising emphasis on nurturing happiness and wellbeing, not only within the workplace, but also at

the national and global levels. Over the past few decades, academics and policy-makers have worked to determine how we might measure the happiness of nations as a whole. Governments, non-governmental organisations (NGOs) and private firms have all contributed to developing a number of reliable measures for assessing both how we feel on a daily basis and how we think about life in a holistic sense.

Examples of efforts to measure happiness and wellbeing include the *Human Development Index* of the United Nations Development Program (UNDP) and the UN's Sustainable Development Goals (SDGs) that focus on the essential factors for supporting happiness and wellbeing such as education, safety, income and environmental health. The Organisation for Economic Co-operation and Development's (OECD) *Better Life Index* ranks the world's nations on the basis of their citizens' wellbeing every year. On a national level, Bhutan has developed its own *Gross National Happiness Index*, and the United Kingdom and Chile have also implemented their own national measures to gauge happiness. Gallup, an American performance-management consulting company, evaluates employee satisfaction at work across a number of areas in its *Q12 Employee Engagement Survey*.

1   Kahneman, Daniel, and Jason Riis. "Living and Thinking about It: Two Perspectives on Life." In *The Science of Well-Being,* edited by N. Baylis, Felicia A. Huppert, and B. Keverne, 285–301. Oxford University Press, 2005.

2   New Economics Foundation, Measuring Wellbeing: A guide for practitioners, London: New Economics Foundation, 2012.

WHY HAPPINESS & WELLBEING ARE CRITICAL IN THE WORKPLACE

Every single person in our workplace is a valuable asset with the potential to achieve greatness if they are given the right tools and support. Each one of them offers a unique perspective based on their life experience and background. They have the ability to make a positive impact through their work and by setting the stage, we can generate the desire and motivation for them to fulfil that promise.

In order to ensure that we are effectively serving our society, we must first look after those who work diligently every day to do so. This is perhaps even more important for the public sector than it is for the private sector, as our efforts are inherently meant to serve the nation.

Providing public services in a way that brings happiness to our country's citizens must include a focus on supporting the happiness and wellbeing of the people charged

with carrying out that mission. This is where we can have the greatest and swiftest impact at work.

Happy and positive work environments have numerous advantages over traditional workplaces. Organisations that actively work to create welcoming spaces reap many of the benefits that they entail. Some of these are tangible, such as increased retention and improved productivity and quality of work. Organisations also see a steep reduction in absenteeism, sick leave and tardiness. A study conducted at the University of Warwick predicted that productivity levels increased by up to 12% when leadership invested sincerely in promoting happiness and wellbeing at work.[1] We can see that employee happiness is often directly reflected in the quality and volume of services an institution offers its customers.

Perhaps the more relevant benefits are the intangible ones. While we cannot directly measure these outcomes, we can feel their impact nonetheless, and perhaps more keenly and directly than we feel the effect of objective metrics like productivity. An emphasis on happiness and wellbeing raises morale across an organisation, boosts engagement at work and builds trust and loyalty among colleagues, and between employees and the institution itself.

[1] Sgroi, D: *Happiness and Productivity: Understanding the Happy-Productive Worker* – 2015.

ABSENTEEISM
SICK LEAVE
TARDINESS
TURNOVER

PRODUCTIVITY
MORALE
ENGAGEMENT
TRUST

WHEN LEADERS INVEST IN PROMOTING HAPPINESS AND WELLBEING AT WORK, PRODUCTIVITY LEVELS INCREASE BY UP TO

12%

People who feel valued, cared for and empowered at work will repay that goodwill with a genuine and sincere investment, not only within their roles, but across their organisation. His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE, Ruler of Dubai, emphasises this in his book, *Reflections on Happiness and Positivity*, where he advises managers to "treat [their] team the way [they] want them to treat [their] customers". They will respond by going the extra mile, feeling motivated to contribute through acts of altruism at work and in their personal lives and advocating on behalf of their organisations, in public and in private.

Most importantly, however, happy people attract others. People enjoy spending time and working with those who motivate and galvanise their peers with optimism and a positive attitude. Happiness is contagious, and when encouraged, it can spread throughout an entire institution, swiftly transforming the atmosphere of the workplace.

Happy employees make excellent role models for their colleagues and encourage them to take joy in their work. A happy workforce also has positive implications for the happiness of customers. A University of Pennsylvania study found that authentic smiles[2] shared by happy employees at work positively influenced the impression they had on customers. Smiling employees came across as more likeable and friendly, and customers left the interactions feeling more satisfied about the overall service that they received.[3] Indeed, research in neuroscience has shown that when we see others smiling, certain brain cells, known as mirror neurons,[4] are activated, stimulating our bodies to respond in kind. Smiling and laughter can also cause the flow of hormones such as dopamine, serotonin, oxytocin and endorphins which are responsible for our happiness.[5]
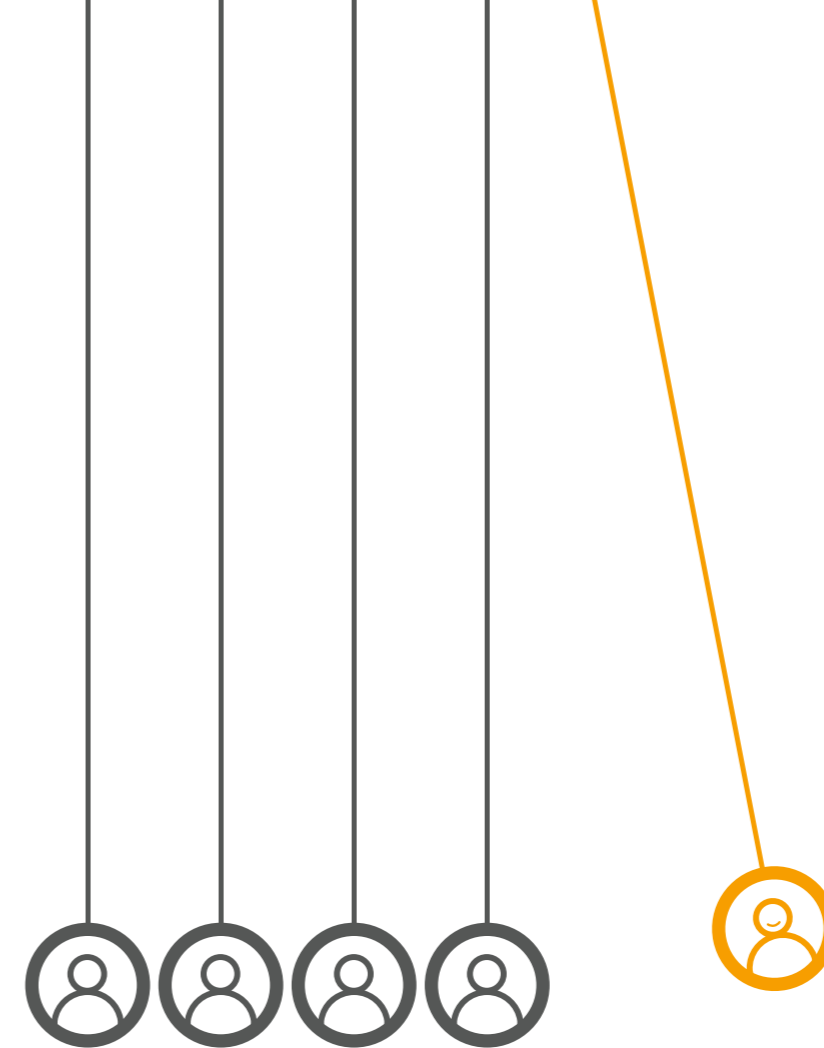
Every ministry, agency and federal entity is operated and staffed by people with their own needs, ambitions and aspirations. Their happiness and wellbeing is the foundation upon which we can pass on these benefits to our customers and work towards a happier, healthier society.

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2   An authentic smile is called the "Duchenne smile" after Duchenne de Boulogne (1806-1875,) a French neurologist who studied the association of facial expressions with the soul of humans. It is a smile with upturned corners of the mouth and narrowed, happy eyes that leave wrinkles.

3   University of Pennsylvania: *Is service with a smile enough? Authenticity of positive displays during service encounters.* Organizational Behaviour and Human Decision Processes (p38-55) – 2004.

4   Marco Iacoboni, a neuroscientist at the University of California at Los Angeles, is best known for his work on mirror neurons, a small circuit of cells in the premotor cortex and inferior parietal cortex. https://www.scientificamerican.com/article/the-mirror-neuron-revolut/.

5   Happiness Hormones – The Neurochemicals of Happiness, https://www.happiness.org/happiness-hormones/.

SCIENTIFIC STUDY
GENUINE SMILES

A study conducted at Michigan State University found that cracking a genuine smile can improve one's mood and make people more productive. Researchers examined the behaviour of a group of bus drivers for two weeks and explored what happened when they engaged in fake smiling. This is known as 'surface acting' as opposed to 'deep acting' where they generated genuine smiles through positive thoughts. The researchers found that on days when the drivers forced their smiles, their moods worsened, while on days when they smiled genuinely (by cultivating pleasant thoughts and memories) their moods improved and their productivity increased.
Academy of Management Journal (2011)

RESEARCH IN NEUROSCIENCE HAS SHOWN THAT WHEN WE SEE OTHERS SMILING, CERTAIN BRAIN CELLS, KNOWN AS MIRROR NEURONS, ARE ACTIVATED, STIMULATING OUR BODIES TO RESPOND IN KIND

A FRAMEWORK FOR
HAPPINESS & WELLBEING

We encourage leaders to use this framework to build a positive culture within their organisation that will boost the happiness and wellbeing of their team members

PRACTICES

POLICIES

PROGRAMMES

INSTITUTIONAL ENABLERS

POSITIVE INSTITUTION

CONTINUOUS FEEDBACK & IMPROVEMENT

INSTILLING PURPOSE

PROMOTING HEALTH

POSITIVE INDIVIDUAL

FULFILLING POTENTIAL

BUILDING RELATIONSHIPS

KPI MEASUREMENT

OUTCOMES

HAPPY SOCIETY

HAPPY CUSTOMER

HAPPY & POSITIVE INSTITUTION

ENGAGED, LOYAL & PRODUCTIVE EMPLOYEE

THE UAE AIMS TO BE AMONG THE HAPPIEST COUNTRIES IN THE WORLD

There is an enormous amount of research and literature about the importance of promoting happiness, positivity and wellbeing in the workplace. Scholars and experts have looked at the topic from all angles, considering its many different aspects – from relationships at work and employee engagement to physical health and beyond.

The science of happiness and wellbeing is a fascinating field that is constantly growing, increasing understanding and revealing new insights. Keeping that in mind, this guide introduces an intuitive framework that is based on academic models in positive psychology, neuroscience and management that have been designed by both private firms and NGOs, and incorporates the expertise of prominent business executives and thought leaders.

The framework brings together scientific evidence and theoretical principles to create an illustrative model to help guide our government leaders,

particularly Chief Happiness and Positivity Officers, Human Resources professionals and other team managers, on their journey to nurturing a happy and positive environment for their employees. This framework takes a huge amount of complex information and distils it down into a series of straightforward concepts, clearly highlighting the relationships between them all.

We encourage leaders to use this framework to build a positive culture within their organisation that will boost the happiness and wellbeing of their team members. This positive impact will have a ripple effect, extending outward towards the customers your employees interact with, and ultimately to the nation of which we are all a part.

Putting this framework into action is an important step towards advancing the vision set out by the UAE Government in the National Program for Happiness and Positivity: "To be among the happiest countries in the world".

THE FRAMEWORK'S FOUNDATION

TWO SIDES OF A HAPPY COIN

There are two elements within this framework that work together to nurture happiness and wellbeing:

- **The Happy & Positive Institution** raises awareness and provides the right tools, support and environment to enable its employees and customers to succeed in boosting their happiness and wellbeing

- **The Happy & Positive Individual** takes action to internalise positive emotions and exhibit positive character traits, and uses the tools provided at the workplace and those available in their own lives to drive their own happiness and enhance their wellbeing

THERE ARE TWO ELEMENTS
WITHIN THIS FRAMEWORK THAT WORK TOGETHER TO NURTURE HAPPINESS AND WELLBEING

4 FUNDAMENTAL PILLARS

We looked closely at the many factors that contribute to wellbeing and came up with four fundamental pillars that define happiness and positivity in the workplace, which we have broken down into specific areas of focus:

1. INSTILLING PURPOSE
by ensuring that each organisation has a clearly defined vision and set of values which are communicated to employees so they may align their own ambitions with those of the institution

2. PROMOTING HEALTH
by looking after both the body and the mind, and creating a culture in which everyone can flourish intellectually, physically and emotionally

3. BUILDING RELATIONSHIPS
by encouraging team spirit and unity among colleagues, as well as building trust and loyalty between employees and the institution so that people feel like they can reach outside their comfort zones to establish real connections and embrace diversity and inclusion

4. FULFILLING POTENTIAL
by empowering employees to advance their careers, build their skills, continue to grow and be recognised for their achievements at work

OUTCOMES

Our ultimate goal is to create a happy and positive workplace, as well as engaged, loyal and productive employees. These outcomes will be objective and quantifiable, measured through internal assessments like surveys, focus groups, company-wide forums and small group conversations. We will monitor these metrics closely so that we can track organisations' progress and continue to improve levels of happiness and wellbeing.

ENABLERS

Enabler are the internal policies, programmes and practices an organisation can use to make sure the four fundamental pillars are central to the company culture. They will help institutions establish a happy and positive environment for employees, who will then extend that positive impact outward to fellow colleagues, customers and the public at large.

CONTINUOUS FEEDBACK & IMPROVEMENT

The final component of this framework is all about asking for feedback and regularly reviewing the plan's effectiveness to ensure that it remains useful and up to date. Organisations should periodically conduct surveys and focus groups, and stay on top of new trends and research related to happiness, positivity and wellbeing to ensure they are implementing the framework in the most relevant way possible. It should always reflect both the scholarly consensus and the specific needs of the institution, the people serving within it and society as a whole.

ORGANISATIONS SHOULD PERIODICALLY CONDUCT SURVEYS AND FOCUS GROUPS, AND STAY ON TOP OF NEW TRENDS AND RESEARCH RELATED TO HAPPINESS, POSITIVITY AND WELLBEING

ENABLING HAPPINESS & WELLBEING IN THE WORKPLACE

We might imagine that happiness and wellbeing occur organically in the workplace as a product of the organisation's culture and vision, as well as the natural relationships that form between employees. In reality, it is something that takes a lot of work and conscious effort, as well as a sincere belief in the impact it will have on an institution and its people. Progress towards this goal needs to be nurtured and routinely maintained to make sure it does not slip away.

Institutions have two techniques available to them when considering how to enable happiness and wellbeing in the workplace: providing the tools for employees to pursue these goals, and setting the conditions under which they can succeed in doing so. The proper approach involves rolling out a substantive, balanced mix of policies, programmes and practices that can prove effective in taking an organisation's culture to the next level.

POLICIES

Workplace policies are the rules and regulations that govern the daily conduct of employees in the course of their work, including how they interact with each other, their customers and clients. Considerate and supportive policies are the cornerstone of any push towards building happiness and wellbeing in the workplace, and the foundation upon which an institution builds programmes and practices to support its vision. However, policies are only successful when they receive support from the highest ranks. They require the buy-in and commitment of the entire leadership team at any organisation.

POLICIES ARE ONLY SUCCESSFUL WHEN THEY RECEIVE SUPPORT FROM THE HIGHEST RANKS. THEY REQUIRE THE BUY-IN AND COMMITMENT OF THE ENTIRE LEADERSHIP TEAM AT ANY ORGANISATION

Common policies to boost employee happiness and wellbeing in the workplace include flexible working hours, parental and compassionate leave, options to work remotely, clear promotion procedures and many more. Of course, generic guidelines to improve happiness and wellbeing are not one-size-fits-all. It is important, therefore, that leaders engage their employees in developing their institution's policies by soliciting their input and assessing their needs. Policies and their associated execution strategies also need to be evaluated periodically to ensure that the needs of the organisation and its employees are still being met and taken seriously. Adequate resources, both personnel and financial resources, should be dedicated to the execution of these policies and the practices that bring them to life.

PROGRAMMES

Some policies are abstract and thus require complementary programmes to support their implementation. Programmes are what emerge when organisations begin applying the policies they have put in place, and can range from small, short-term activities to comprehensive, long-term or enduring initiatives. Programmes can manifest as informational lectures, written communications and orientations, interactive workshops, training programmes, social activities and much more. Employee feedback is critical to ensuring that programmes are relevant and engaging, and leaders should keep in mind how best to adapt them to suit different audiences.
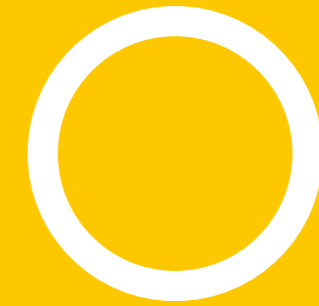
PRACTICES

Practices differ from programmes in the sense that they are less structured, but more frequent and integrated into daily life in the workplace. Practices can be thought of as the realisation of values – they are representative elements of the culture as a whole and include efforts like engaging in acts of altruism, showing gratitude and communicating with transparency. Practices tend to be initiated by policy, but have to be demonstrated by individuals and may take time to spread throughout an organisation. The uptake of practices tends to benefit from a 'network effect' as people see their colleagues, peers and managers adopting certain behaviours, and then following suit.

IN EVERY MOMENT, HAPP INESS IS A CHOICE

INSTILLING PURPOSE IN OUR WORK

OVERVIEW

> "There is nothing worse for the leader than to be uncertain of their vision, to be hesitant in their work or pessimistic about the future"

His Highness Sheikh Mohammed bin Rashid Al Maktoum
Vice President & Prime Minister of the United Arab Emirates, Ruler of Dubai

Purpose can be defined as a "stable and generalised intention to accomplish something that is at the same time meaningful to the self and consequential for the world beyond the self".[1] It is anything in which you can develop a long-term interest, and it is a reason to take action or work towards a goal. Having a purpose firmly in mind allows us to find meaning and motivation in everything from our routine daily activities to the pursuit of our highest ambitions. It serves as a constant reminder of the ultimate outcome that we are trying to achieve. Having a purpose recognises that the work we do every day – as individuals, institutions or as government – makes a real impact across our sphere of influence and advances an ambitious vision of ourselves and our nation.
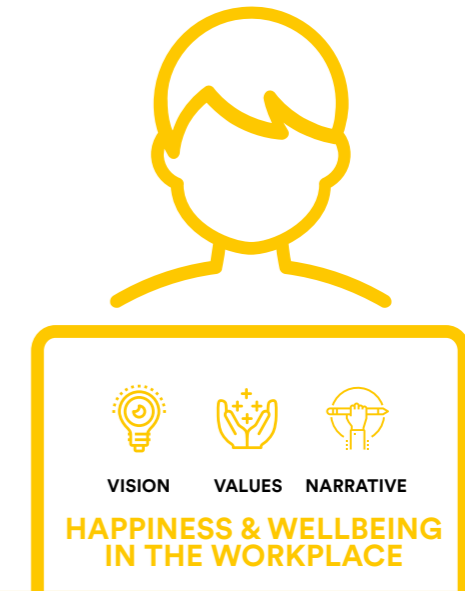
Individuals may garner their motivation from a passion for the institution's mission, building their own careers, or simply a desire to learn and develop skills in an area of interest. Institutions, on the other hand, find their purpose by establishing a clear vision and defining a set of values for all employees to demonstrate in their daily work. Instilling purpose is beneficial on both sides of the equation; it allows individuals to define their relationship with the institution they work for, and allows the institution to mark a clear path for its people, giving them an ambitious and inspirational goal.

Working with purpose ensures people are committed and engaged, and that they fully understand the bigger picture of their work. This is particularly important in our government as we look to serve and improve the lives of our customers, our communities and our nation.

As institutions, it is crucial that we identify a precise purpose to help our teams perform better, work with determination and leverage their own knowledge, skills, creativity and talents in the service of the nation. Happiness and wellbeing in the workplace begin with articulating a clear and meaningful vision and demonstrating the values that integrate that vision into daily practices. Combining that with the history of the organisation, as well as the nation, offers a compelling narrative within which employees can easily see how and where they fit. This is excellent motivation for them to give their time, effort and talent to serve not only their institution, but also each other and society at large.

HAVING A PURPOSE FIRMLY IN MIND ALLOWS US TO FIND MEANING AND MOTIVATION IN EVERYTHING FROM OUR ROUTINE DAILY ACTIVITIES TO THE PURSUIT OF OUR HIGHEST AMBITIONS

VISION   VALUES   NARRATIVE

HAPPINESS & WELLBEING IN THE WORKPLACE

1   As defined by Psychologist William Damon, Professor of Education at Stanford University and the Director of the Stanford Center on Adolescence.

CRAFTING A COMPELLING VISION

DEFINITION & CONTEXT

A compelling vision lays out an ambitious target that both individuals and institutions aim to achieve, inspires action, and keeps people motivated and focused, especially when working on complex and demanding projects. It generates energy and engagement, and encourages people of different backgrounds to work together towards a common goal.

An effective vision is concise and sincere, and is a source of inspiration for everyone within an organisation. It also allows employees to align their own ambitions with those of
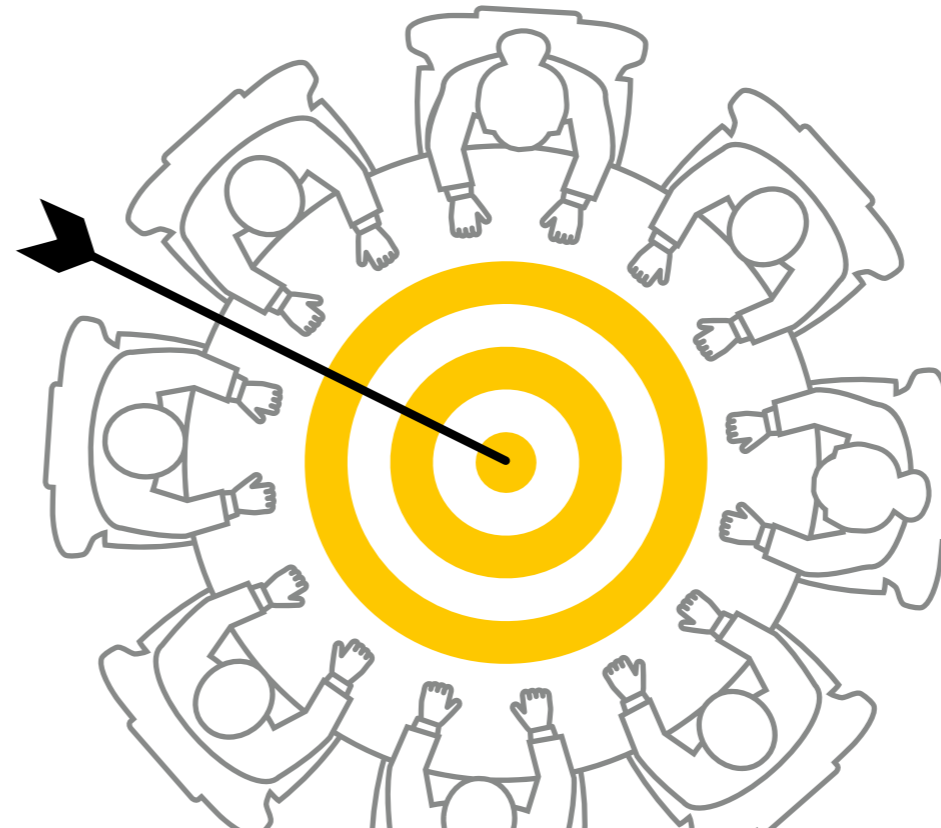
the institution, encouraging them to invest emotionally in their work and its outcomes. Non-profit organisations are particularly expert in crafting compelling visions. For example, the Alzheimer's Association is dedicated to "a world without Alzheimer's", and Oxfam envisions a "just world without poverty". Objectives like these appeal to a person's emotions, encouraging them to internalise the organisation's goals and make them their own.

When employees internalise their institution's vision, they feel motivated to do their best work. Teams are grounded in a higher purpose and all members are orientated in the same direction, allowing them to overcome challenges and obstacles together, wherever they may arise.

A COMPELLING VISION LAYS OUT AN AMBITIOUS TARGET THAT BOTH INDIVIDUALS AND INSTITUTIONS AIM TO ACHIEVE, INSPIRES ACTION AND KEEPS PEOPLE MOTIVATED AND FOCUSED

"No matter how many buildings, foundations, schools and hospitals we build, or how many bridges we raise, all these are material entities. The real spirit behind progress is the human spirit, the able man with his intellect and capabilities"

Sheikh Zayed bin Sultan Al Nahyan
Founding Father of the United Arab Emirates

CASE STUDY
THE UAE'S VISION FOR GROWTH & DEVELOPMENT

In 1971, Sheikh Zayed bin Sultan Al Nahyan led his brothers from across the Emirates in uniting their ambitions under a common flag. Inspired by his vision of excellence, our founding fathers planted the seeds for a world-class nation to grow from the harshness of the desert. The newly formed United Arab Emirates (UAE) grew rapidly and became one of the most advanced and competitive nations in the world. Sheikh Zayed's vision of development and economic growth went beyond infrastructure, focusing also on human capital and education. That vision inspired the transformation of the UAE into a prosperous state. The nation has continued to thrive under the leaders who inherited Sheikh Zayed's legacy, earning high rankings on global indices for competitiveness, happiness, ease of doing business and many more.

👤 INDIVIDUAL PERSPECTIVE

For individuals to appreciate their organisation's higher purpose, they must understand its vision and how their role contributes to making it a reality. This process takes time and initiative, but it all begins with effective communication. People need to feel comfortable approaching their managers and senior leadership to ask questions – to get more information, clarify details and improve their understanding of what their institution aims to achieve.

When working in teams, individuals need to understand how the work they are doing right at that moment advances the institution's wider vision. People should be encouraged not only to understand the scope of the project or what is required of them individually, but to see the reason behind what they are doing and the impact it will have. This knowledge motivates them to fully engage, persevere through difficult moments and do their best work.

🏛 INSTITUTIONAL PERSPECTIVE

Institutional leaders have a somewhat larger mandate when it comes to vision. They are not just responsible for shaping the vision, but for doing so in a way that is meaningful, relevant and inspiring. Once that is done, they can proceed to articulate that vision to their teams, ensuring that individuals understand and internalise it, and use it as a reference point to drive their own efforts.

To ensure their organisation's vision does not become an abstract idea that people struggle to relate to, leaders should integrate it into the daily habits of their teams. A vision should not simply show up on posters and in speeches, but in the work itself.

A University of Pennsylvania study[1] on employee satisfaction showed that people prefer to feel as if their work matters and that their contributions help to achieve something important and meaningful. Employees want the satisfaction and security of being able to see how they fit into the organisation's future. Their work lives are greatly enriched when they feel they are making a difference in the world.

1   Annie McKee: *Being Happy at Work Matters* – Harvard Business Review, 2014.

TO CRAFT A COMPELLING VISION, *LEADERS CAN:*

INTEGRATE
the organisation's vision into their team's daily routines with relevant activities and behaviours

COMMUNICATE
the vision in a simple and concise way so it is meaningful and easy to understand

KEEP
the vision relevant so that people are encouraged to align their personal ambitions with its goals

EMBEDDING A SET OF CORE VALUES

DEFINITION & CONTEXT

To ensure everyone is working in line with their institution's vision, teams need to be able to understand the actions and behaviours that enable them to do so. This is where values come in. Values are principles or standards that guide our behaviours and are the foundation for why we do what we do. They are the daily manifestation of an organisation's vision and the means by which its goals will be achieved.

We make hundreds of decisions every day and the paths we end up taking are a direct reflection of our values and beliefs. Our values are often responsible for inspiring us, whether consciously or subconsciously, to a particular career path. When recruiting new team members, we look for people who share our values to ensure that they align with the vision and purpose of our institution.

Values are among the strongest motivators behind our actions, and they often determine how much we are willing to commit to a purpose. If our values are out of sync with those of the organisation we are part of or the work we are doing, we may not feel driven to put our best foot forward and engagement and productivity may suffer. Personal and institutional values do not always align seamlessly, but when they do, it results in a deep and enduring harmony that goes a long way towards realising the organisation's vision.

VALUES

VISION

VALUES ARE AMONG THE STRONGEST MOTIVATORS BEHIND OUR ACTIONS AND THEY OFTEN DETERMINE HOW MUCH WE ARE WILLING TO COMMIT TO A PURPOSE

SCIENTIFIC STUDY
BUILDING A VALUES-DRIVEN ORGANISATION

While working on his book about building a values-driven organisation, Richard Barrett, the founder of the Barrett Values Centre in the United Kingdom and the man behind the Seven Levels of Consciousness Model of personal growth, conducted an exercise that mapped the values of over 2,000 companies across 60 countries. This research showed the companies that were considered to be 'values-driven' – those which articulated and committed to a strong set of values – were by far the best performing and most successful. Performance was measured by tracking these institutions' financial returns relative to each other and the Standard & Poor's 500 stock market index in the United States over a 10 year period. *Building a Values-Driven Organization: A Whole-System Approach to Cultural Transformation* (2006)

INDIVIDUAL PERSPECTIVE

For individuals, understanding their core values is fundamental to deriving purpose from their work. While everyone's personal values may differ, principles like integrity, honesty, patriotism and loyalty tend to be universal when it comes to creating happier workplaces. Values motivate people's decisions, guide their consciences and orientate their actions. In her book, *How to be Happy at Work*, Annie McKee highlights the importance of aligning personal values to those of the organisation, and how this ultimately drives deeper engagement.[1] Believing in the organisation's mission is vital to finding meaning and motivation in daily work.

Understanding our personal values allows us to consciously prioritise important tasks, do better work and think clearly. This in turn helps us avoid making decisions that run counter to our long-term purpose. Knowing and consciously reflecting on our values reinforces our confidence and helps to define our top priorities. The clearer we are about our values, the easier it is to identify where we might be straying and what we need to do to correct our course.

INSTITUTIONAL PERSPECTIVE

Leaders play an important role in moulding an institution's values and ensuring they are inspired by the nation's ethics and cultural heritage. An effective set of core principles should be tailored to the individual institution and those values should be meaningful to the people working within it, as well as other stakeholders.

To ensure that the organisation's values are integrated into the daily routines of the workplace, leaders should clearly communicate how they can be applied and lead by example in demonstrating those values in action. This will motivate employees to apply the values to their own efforts throughout the work day. One important way that leaders can reinforce the importance of these principles is to highlight their impact, both internally and externally. This effort can be bolstered by recognising employees who best exemplify the organisation's values, thereby ensuring that they remain relevant and visible.

1   Annie McKee: *How to be Happy at Work: The Power of Purpose, Hope and Friendship* – 2017.

TO EMBED A SET OF CORE VALUES INTO THE WORKPLACE, *LEADERS CAN:*

DRAW
on the ethics and cultural heritage of the nation to inform the institution's values
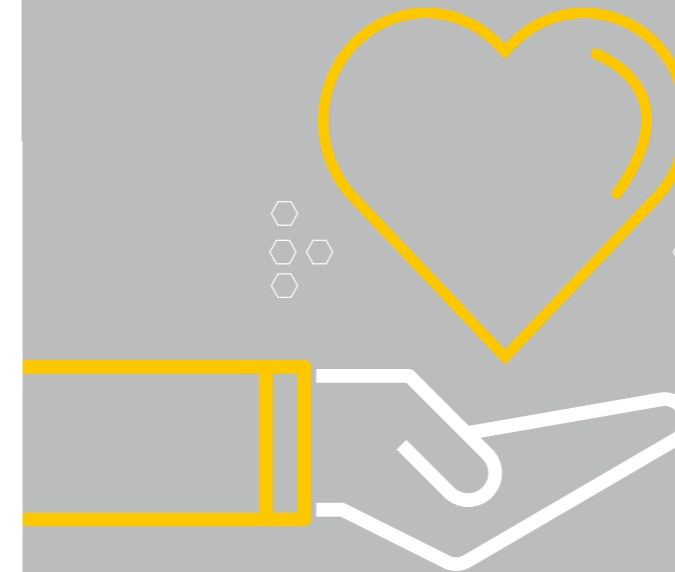
COMMUNICATE
actionable steps employees can take to apply the values in their own work

HIGHLIGHT
the impact of the values both internally and externally to reinforce their importance

RECOGNISE
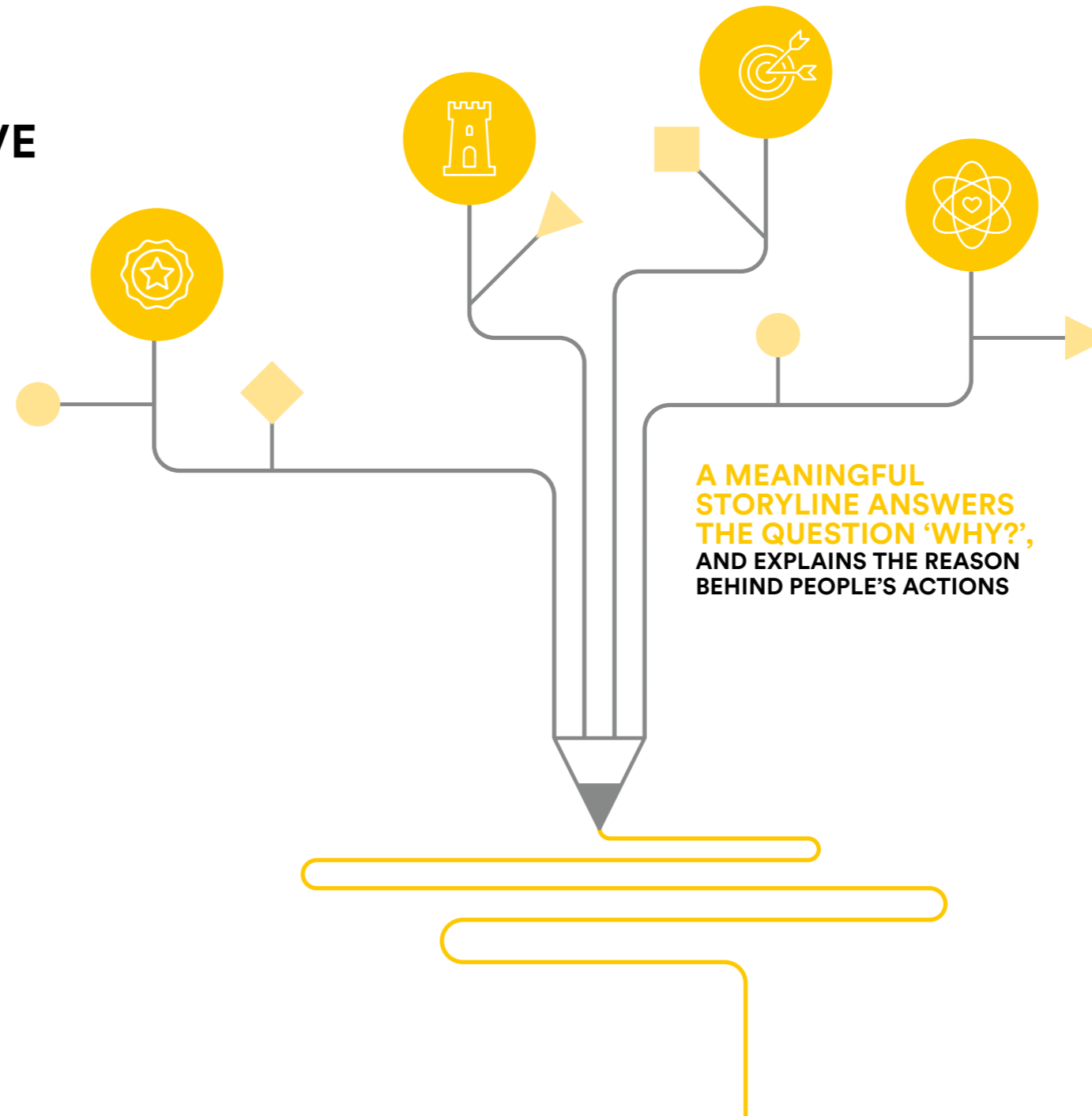employees who best exemplify the organisation's values

WEAVING A POWERFUL NARRATIVE

DEFINITION & CONTEXT

A good story has a habit of engraining itself in a person's mind and is an effective tool often used by businesses to attract clients. A powerful narrative appeals to people's emotions and inspires them to act based on those feelings. This is a proven way to develop brand identity.

By touching on a client's personal experiences and emotions, an organisation can cultivate loyalty. The same is true of employees. Conveying an institution's story to its people allows them to see how they fit into the context of that wider narrative, deepening their emotional investment in their work.

Academic research has continued to validate the idea that powerful narratives influence emotions and behaviours. A meaningful storyline answers the question 'why?', and explains the reason behind people's actions.[1] For many, some of the toughest moments in their lives have come from losing sight of their work's purpose – when they have been so focused on what they are doing that they have lost touch with why they are doing it. A strong, active narrative is a reminder of this 'why'. It reminds employees of their work's higher purpose and offers important context to an institution's vision and values.

A MEANINGFUL STORYLINE ANSWERS THE QUESTION 'WHY?', AND EXPLAINS THE REASON BEHIND PEOPLE'S ACTIONS

CASE STUDY
AMAZON

Amazon, the online retail giant, is renowned for its unique corporate narrative. Amazon's story is that of a customer-obsessed company born in its CEO Jeff Bezos' garage that has now expanded to become a titan of global industry. Amazon distinguishes itself by fully embracing its mission of maximising convenience and providing the lowest possible prices for its customers. Every aspect of its culture, hiring practices, customer service policies and investments is geared towards feeding this narrative. This focus on the customer has been the guiding principle for the company since its founding, and is reflected in every business decision and corporate communication. The story of Amazon's beginning is now a significant part of its brand identity and has earned it the loyalty of millions of customers, vendors and partners all over the world.

1   Ganz, M.: *Public Narrative Participant Guide.*

👤 INDIVIDUAL PERSPECTIVE

Individuals can create their own narrative at work to explain how their story intersects with that of the institution. Why are we here? What can we accomplish? How does our work help the organisation move forward? Responding to these questions begins with simple actions like committing to our tasks, taking responsibility for our work and embracing the impact of our services on the community.

In contributing to an organisation's enduring narrative, individuals derive a sense of purpose and can see that they are working towards something much bigger than themselves. This is crucial for an organisation to sell its narrative externally. Its own people must first believe in its story and feel compelled to contribute to its growth and success. Individual stories can also become an important contribution to the organisation's wider narrative, providing essential context for the its work, and fully utilising its greatest asset – its people.

🏛 INSTITUTIONAL PERSPECTIVE

In creating any institutional narrative, all employees are the authors, but leaders are the editors. They weave together the history, vision and values of the institution into a coherent story which provides context for how and why its work is important and meaningful. Narrative is a crucial part of instilling purpose in our work.

Sharing the story of our nation is an effective way for leaders to communicate the transcendent purpose of government work. From the relatively recent founding of the UAE, to what it has become today – a developed economy at the forefront of important global trends – the country's narrative is a testament to the hard work of our founding fathers and those that have succeeded them.

What passion led the founders of our nation to set the direction of its development? What struggles did they encounter and how did they overcome them? How have our people been inspired to continue these efforts? Leaders are in an ideal position to show how their institutions fit into this larger narrative and how their employees are important characters in the story of the both the institution and the nation.

TO WEAVE TOGETHER A COMPELLING NARRATIVE, *LEADERS CAN:*

BUILD
on the vision, values and history of their institution to tell a coherent story

REFLECT
the institution's narrative in all internal and external communication materials

LEVERAGE
the history of the nation and tell its story to highlight the higher purpose of government work

INSPIRING A CULTURE OF ALTRUISM

DEFINITION & CONTEXT

Altruism is the selfless concern for and the ability to recognise the wellbeing of others. A sense of altruism allows a person to subscribe to a higher purpose and be invested in things that are beyond their direct personal interest. An altruistic person cares about the organisation of which they are a part, as well as those who benefit from their work, and sympathises with the leadership and their colleagues. They look for opportunities to assist and uplift their peers and teams wherever they can. Inspiring a culture of altruism within an institution helps to align people with its purpose and adds an additional dimension of meaning to their lives.

Altruism is often prompted by feelings such as empathy, which refers generally to someone's ability to take on the perspective and feel the emotions of another person. The empathy-altruism hypothesis suggests that "empathetic concern produces altruistic motivation".[1] Feeling empathetic towards others reflects feelings of compassion and sympathy, while altruism refers to the motivation of contributing to someone's welfare as an end in itself.[2]

The surest path to an altruistic culture begins with corporate social responsibility (CSR), an institution's initiatives to take responsibility for its effects on the environment and

the wellbeing of society. Charitable or volunteering activities led by the organisation lead to higher engagement and satisfaction among employees. Those who participate feel that they are making an impact and pursuing a higher purpose. As a result, they tend to feel more empathetic towards others. Research conducted by Cone Communications found that "80% of a sample of 1,800 13 to 25 year olds wanted to work for a company that cares about how it impacts and contributes to society", and "88% say their job is more fulfilling when they are provided opportunities to make a positive impact on social and environmental issues".[3] It is clear that employees develop a stronger sense of purpose when they have the opportunity to exhibit altruistic behaviours and feel as though they have their institution's support in doing so.
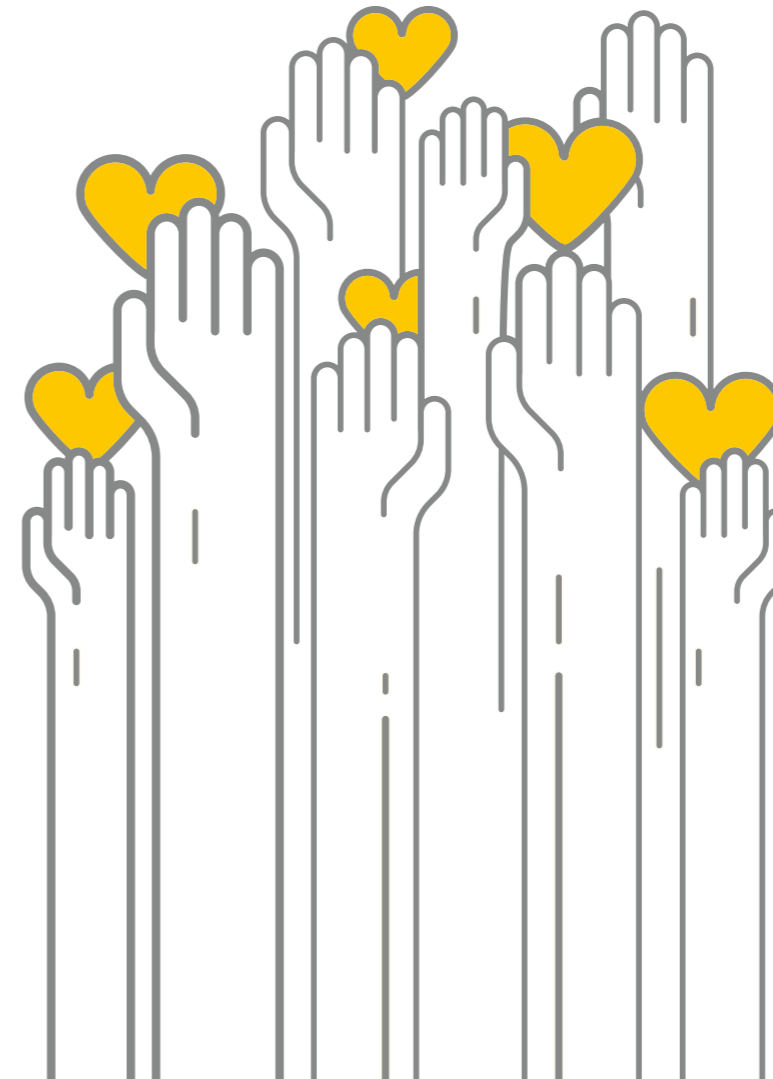
1   C. Daniel Batson: *Altruism in Humans* – 2010.

2   C. Daniel Batson, David A. Lishner & Eric L. Stocks: *The Empathy-Altruism Hypothesis* – 2015.

3   Cone Communications: *2016 Cone Communications Millennial Employee Engagement Study* – 2016.

The UAE declared 2017 the 'Year of Giving', encouraging the public and private sectors, along with individuals to exhibit altruistic behaviour. In line with this, the National Program for Happiness and Positivity launched 'One Million Acts of Giving', an initiative to encourage acts of altruism and to document and promote them through social media. *National Program for Happiness & Positivity*

INSPIRING A CULTURE OF ALTRUISM WITHIN AN INSTITUTION
HELPS TO ALIGN PEOPLE WITH ITS PURPOSE AND ADDS AN ADDITIONAL DIMENSION OF MEANING TO THEIR LIVES

INDIVIDUAL PERSPECTIVE

An individual can exhibit altruistic behaviour at the workplace and beyond, with both ultimately leading to the same outcome: boosting their happiness and wellbeing. In the workplace, this shines through in people's interactions with their colleagues. Generosity can be seen in both words and actions – through advice, consolation and gratitude, as well as by offering to assist others, helping to solve problems, taking on responsibilities and supporting others in their growth and development. People can also go one step further by encouraging others to practice altruism as well. Fostering this attitude in others is an opportunity to learn from them, to grow and to be a leader within the organisation.

Acts of altruism don't need to be grand or visible to be important. Even simple acts can have a large impact. There are many options when it comes to deciding where someone can best donate their time, effort or money, including government-community engagement initiatives, opportunities in the non-profit sector and working independently to contribute to the causes they care about.
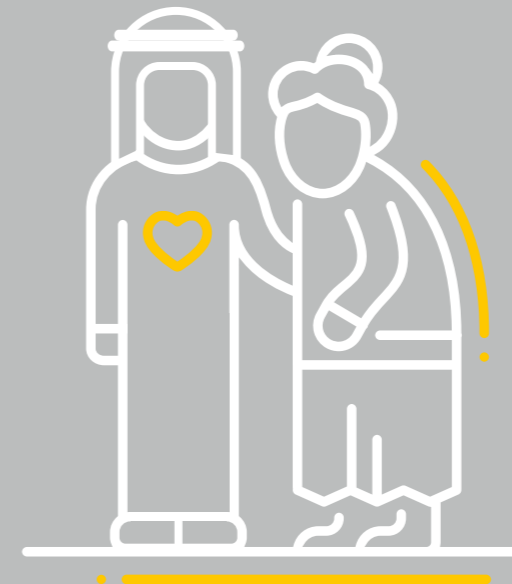
INSTITUTIONAL PERSPECTIVE

Working to incorporate altruism into a workplace's culture is a swift way for institutions to provide employees with a sense of purpose. Service opportunities can be identified both within and outside of the institution, with leaders clearly communicating all the necessary information on how people can participate. There are various opportunities to contribute to government-community engagement initiatives, as well as several government-led leadership programmes which provide opportunities for giving back. Creating this spirit of volunteering within the workplace does not just help others; it feeds back into the institution's culture and is a fundamental source of happiness and wellbeing for employees, those who benefit from their generosity and the public at large.

TO INSPIRE A CULTURE OF ALTRUISM THROUGHOUT THEIR INSTITUTION, *LEADERS CAN:*

IMPLEMENT
CSR initiatives such as volunteering activities that lead to higher engagement and satisfaction among team members

HIGHLIGHT
the importance of giving back and how it impacts everyone as individuals and as an organisation

RECOGNISE
those who go the extra mile to contribute to their communities, either through the institution or of their own initiative

5 KEY TIPS

FOR INSTILLING PURPOSE IN OUR WORK

ARTICULATE
a clear, concise and meaningful vision

LINK
personal contributions and motivation to the organisation's and nation's goals

LEAD
by example by exhibiting the values of the institution on a daily basis

EMBRACE
an altruistic culture to promote engagement and empathy

COMBINE
the vision, values and history of the institution into a coherent narrative

PROMOTING THE HEALTH OF OUR PEOPLE

OVERVIEW

"Always view your team positively, give them positive energy, lift their morale and work to achieve their happiness, so they can, in turn, bring about happiness in their communities"

His Highness Sheikh Mohammed bin Rashid Al Maktoum
Vice President & Prime Minister of the United Arab Emirates, Ruler of Dubai

Any organisation's greatest asset is its people. Its people's greatest assets, in turn, are their physical and mental wellbeing. A healthy body and a healthy mind go hand in hand, each one nurturing the other. Research in the emergent field of physiological psychology, or physiopsychology, attempts to demonstrate the link between mind and body by establishing a causal relationship between brain chemistry and the expression of emotions and behaviour. Scientists in this field believe that thoughts, emotions – and indeed consciousness itself – are the result of chemical reactions stemming from the body's nervous system.[1]

Consequently, one can infer that improved mental health contributes to a balanced, positive emotional state which can be beneficial to an individual's physical health. Happy people are more likely to take better care of themselves by making healthy choices, thus perpetuating a virtuous cycle.

Decades of research has established that looking after our bodies has a direct impact on our emotions and energy levels. When our bodies are operating at their best, our emotions become stable and we open the door to optimism, creativity and a generosity of spirit. An organisation's culture, however, is reliant on the holistic wellness of its people. We must focus not only on maintaining a healthy body, but also a healthy mind.

Nurtured by several practices such as mindfulness and emotion regulation, a healthy mind ultimately creates a positive balance and makes space for more creativity and innovation, as well as better judgement. It also heightens people's awareness of their emotional responses and enables them to view their feelings as tools to grow rather than obstacles to overcome.

The physical and emotional health of its people is the top priority of any successful organisation. Making sure people have the proper resources to take care of themselves is crucial to productivity, engagement and, in the long run, happiness and wellbeing in the workplace. Good health is the foundation from which one can pursue loftier goals. It offers the platform upon which we can build meaningful relationships, fulfil potential and navigate daily challenges at work.

A HEALTHY BODY AND A HEALTHY MIND
GO HAND IN HAND, EACH ONE NURTURING THE OTHER

1   Carlson, Neil R. *Foundations of Physiological Psychology.* 7th ed. Boston: Pearson Education – 2008.

INTEGRATING THE PRACTICE OF MINDFULNESS

MINDFULNESS HELPS PEOPLE STAY CALM IN STRESSFUL SITUATIONS, IMPROVES MEMORY AND FOCUS, AND CULTIVATES RESILIENCE

DEFINITION & CONTEXT

Mindfulness is the "basic human ability to be fully present, aware of where we are and what we're doing, and not overly reactive or overwhelmed by what's going on around us".[1] It is about being aware of one's current experiences and state of mind by thoughtfully considering their senses, thoughts and emotions in the moment. Jon Kabat-Zinn,[2] a pioneer of prominent mindfulness techniques, describes it succinctly as being "about knowing what's on your mind".[3]

Mindfulness helps people stay calm in stressful situations, improves memory and focus and cultivates resilience. With increased workloads and stress, it is normal for people to zone out or make rash decisions. Remaining mindful enables individuals, teams and organisations to become proactive rather than reactive, and take a considered approach in their daily professional life, rather than rushing from one task to the next.

Though it may sound philosophical, mindfulness is accessible to everyone through simple exercises that have been proven to yield many benefits. These practices include mindful

walking, mindful eating, mindful breathing, stretching exercises and various others. Mindfulness techniques have even been synthesised into treatments for anxiety and depression, among other conditions, with programmes such as Mindfulness-based Stress Reduction (MBSR)[4] and Mindfulness-based Cognitive Therapy (MBCT).[5]

Mindfulness practices allow us to separate our emotions from our bodies by understanding the relationship between the two. Acknowledging and dealing with the roots of our emotions helps shape our decisions and regulate our thoughts

and interactions. When we are faced with difficult circumstances, we are often too critical of ourselves or overlook our own needs. Mindfulness allows us to be more resilient and balanced in times of difficulty.

Resilience is the ability to cope with difficult decisions and situations, to get back on our feet, and to protect ourselves from negative emotional states. A study highlights the link between mindfulness and resilience by showing that "mindful people… can better cope with difficult thoughts and emotions without becoming overwhelmed or shutting down (emotionally)".[6]

1   Mindful.org.

2   Jon Kabat-Zinn is a professor of Medicine Emeritus and a creator of the Stress Reduction Clinic and the Center for Mindfulness in Medicine, Health Care, and Society at the University of Massachusetts Medical School. He is the founder of the MBSR and MBCT programmes.

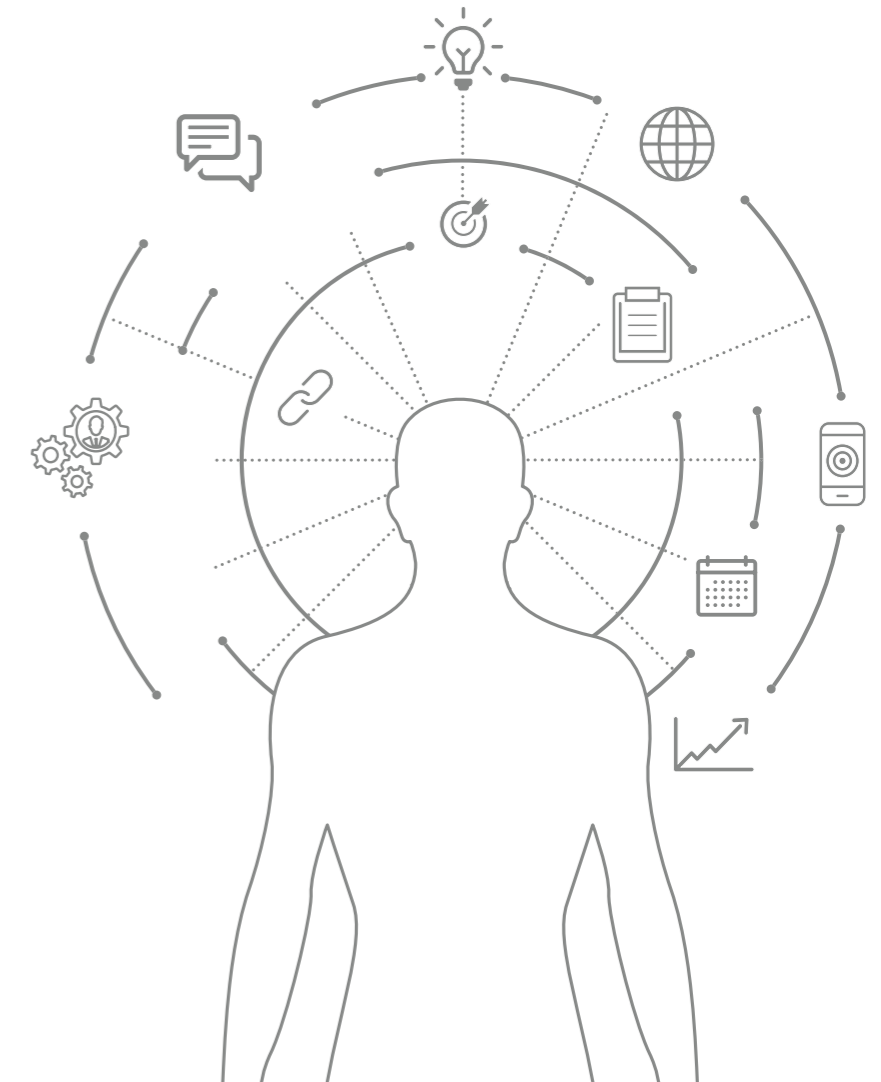3   Mindful.org, Jon Kabat-Zinn: *Defining Mindfulness* – 2017.

4   Developed by Jon Kabat-Zinn in 1990, MBSR is an eight to 10 week group programme with 2.5 hour sessions per week that include exercises such as posture-based exercises, meditation and body scans.

5   Developed by Jon Kabat-Zinn, MBCT combines cognitive therapy and meditation exercises to help people who suffer from repeated depression or chronic unhappiness.

6   Bajaj B. & Pande N.: *Mediating role of resilience in the impact of mindfulness on life satisfaction and affect as indices of subjective well-being* – 2016.

👤 INDIVIDUAL PERSPECTIVE

The process required to cope with spiralling emotions begins within. All of us can take time out of each day, even if only for a minute, to be fully present and reflect on our state of mind. This allows us to increase our awareness of our actions and decisions, and understand their impact on ourselves and others.

When we are mindful, our focus improves. We are more deliberate in how we connect with others, injecting an element of sensitivity and positivity into our interactions. Being mindful reduces stress and anxiety, and fosters resilience and self-discipline. Simple mindfulness exercises, such as short breathing and stretching, or deliberate focus on tasks, can go a long way towards moulding people into positive, clear-minded individuals.

🏛 INSTITUTIONAL PERSPECTIVE

Emphasising the importance of mindfulness offers leaders an excellent opportunity to promote happiness and wellbeing in a simple and practical way. Leaders would be well served by encouraging the practice of mindfulness, both by individuals and teams, and developing policies to ensure the institution puts the health of its employees first.

Leaders can foster a culture of mindfulness by being conscious of the context within which employees are working and any challenges to their wellbeing. Institutions can offer sessions and workshops to teach mindfulness techniques such as meditation and breathing exercises, and conduct activities that allow people to express and manage their emotions in a positive manner. Mindfulness can also be modelled to demonstrate its benefits and encourage others to follow.

These practices cannot prevent external factors from affecting our daily lives, but they do offer ways in which leaders can prepare their teams to deal with emerging emotions and work-related challenges like tight deadlines or changes in direction. It also allows them to manage tensions within teams by acknowledging such conditions and defusing their effects before they escalate.

CASE STUDY
INTEL

🔍 Intel began offering its Awake@Intel mindfulness programme to all its employees around the world. On average, participants reported a 20% decrease in stress and a 30% increase in overall happiness and wellbeing. Employees also said the programme helped them increase their focus and level of engagement in meetings, and improved the quality of their relationships at work.
Mindful.org – Intel to Launch Mindfulness Program (2014)

TO INTEGRATE THE PRACTICE OF MINDFULNESS,

LEADERS CAN:

ENCOURAGE
people to take a break, walk, stretch or do breathing exercises to gather their thoughts and be more aware of their current feelings

IMPLEMENT
wellness programmes, training or weekly exercises to reflect their commitment to mindfulness and its benefits

LEAD
by example by participating in mindfulness activities and communicating their benefits and availability

NURTURING A POSITIVE ENVIRONMENT

ATTRACTIVE OFFICES CAN INCREASE PRODUCTIVITY BY 15%
GIVE YOURSELF SOMETHING NICE TO LOOK AT SUCH AS PICTURES, CANDLES, FLOWERS, OR WHATEVER MAKES YOU SMILE

DEFINITION & CONTEXT

A positive work environment motivates people to arrive in the morning with a smile on their faces, excited about the day ahead. This kind of environment is a product of both the social atmosphere of the institution, as well as the quality and safety of its physical space. An institution's social atmosphere shapes how employees relate to each other and how they approach their work. It contributes to a positive and innovative culture which inspires creativity, encourages collaboration, celebrates successes, respects different opinions and abilities, and supports growth. When the atmosphere is positive and the physical space is designed in a way that makes people feel comfortable

and connected, the workplace becomes a fertile ground for the seeds of happiness and wellbeing to grow.

The elements of a physical space range from the design and arrangement of each person's desk to the office decorations and overall layout of the walls and workspaces. Purposeful, considerate design has a huge impact on people's productivity, engagement and satisfaction. A study conducted by Delft University of Technology in the Netherlands explored how design can contribute to happiness and wellbeing. It found that good design encourages people to thrive, and drives them to appreciate themselves, others and their surroundings.[1]

Most importantly, the workspace must be designed in a manner that responds to the human body's requirements in order minimise the risk of injury or harm, which is a branch of science known as ergonomics.[2]

Before designing a workspace, it is best to consider employee preferences, as they are the ones who will use it the most. Some people may work better in an open space, while others tend to be more successful in quiet, secluded places. Giving people the flexibility to move around and personalise their immediate surroundings can nurture positivity and productivity.

Changes to design don't have to be drastic. Small improvements, such as adding colourful seats, increasing the amount of natural light or simply bringing plants into the office, can completely alter the atmosphere. An Exeter University study found that employees were 15% more productive when plants were added to their workspace.[3] Even simple factors like lighting can affect the productivity and wellbeing of employees. Another study conducted in the United Kingdom (UK) showed that windows were the leading determinant of the occupants' level of satisfaction with a building. Increasing natural light has been shown to result in happier workers, lower absenteeism, fewer illnesses and other benefits.[4]

Many government entities in the UAE have already taken the initiative to transform their workspaces by introducing 'happy changes'. Simple additions, such as ping-pong tables, bean bags, colourful seats and walls, and even pet birds, have been used to brighten their workplaces. Some offices have removed their walls to create wide, open areas which have played a major role in increasing collaboration and improving relationships between employees.
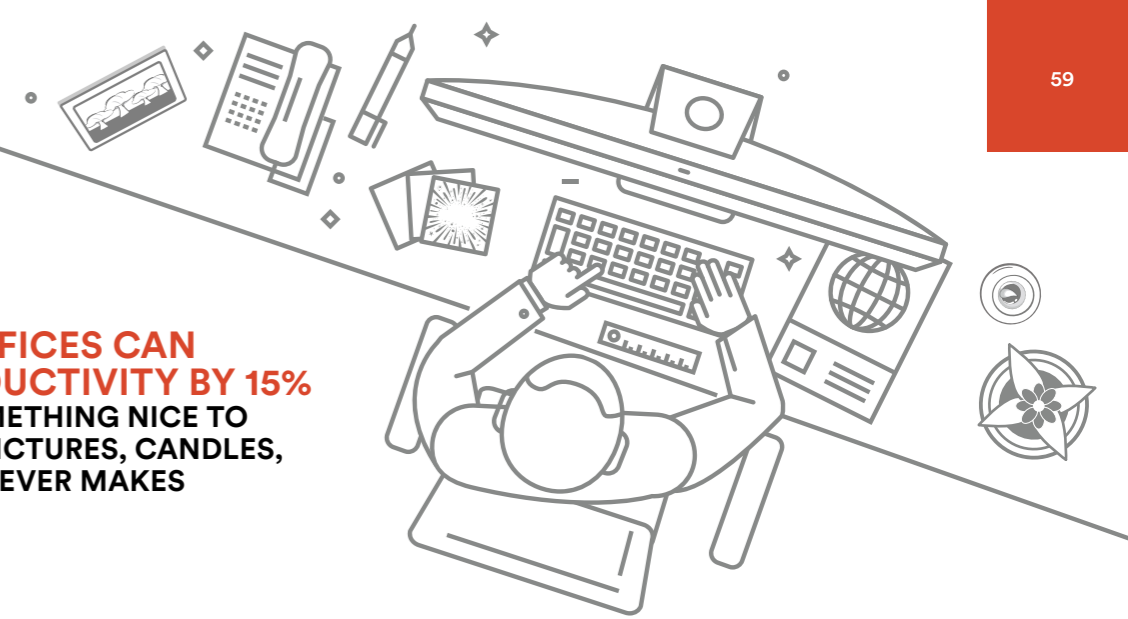
CASE STUDY
MINDVALLEY

Mindvalley, a company focused on personal growth, has designed its workspace to reflect the company's values and beliefs. It features bright, emotive colours inspired by its motto: "Happiness is productivity". The offices also boast life-size figurines and wall murals of superheroes to remind employees that they are empowered and capable of achieving extraordinary things. As an incubator and developer of innovation in businesses, Mindvalley encourages self-improvement by emulating happiness in its environment.
Mindvalley – A Peek Behind Mindvalley's Beautiful Workspace & the Inspiration Behind its Design

1   Pieter Desmet & Anna Pohlmeyer – Faculty of Industrial Design Engineering, Delft University of Technology: *Positive Design: An Introduction to Design for Subjective Well-Being* – 2013.

2   What is Ergonomics? www.ergonomics.com.

3   Dr. Chris Knight, Exeter University: *The relative benefits of green versus lean office space: Three field experiments* – 2014.

4   Business in the Community: *The Responsible Workplace: How to survive and thrive* – 2009.

INDIVIDUAL PERSPECTIVE

Proactive individuals can take small, simple actions to contribute to a positive environment, including:

- Sharing ideas with colleagues
- Having a positive and relaxed attitude when dealing with others
- Listening to constructive feedback
- Generally being a positive influence and role model

Other initiatives one can take include personalising their immediate work area so that it is more comfortable and welcoming or suggesting new office layouts or decorations.

We can make our workplace an inviting space where we enjoy operating on a daily basis through both attitude and design. By taking these steps, we will ultimately be more satisfied, motivated and engaged – a positive influence that anyone would love to work with.

INSTITUTIONAL PERSPECTIVE

Encouraging creativity and innovation makes people feel connected to their work and allows them to develop a sense of ownership. If leaders expect their employees to put their best foot forward and enjoy their role, they need to consider whether they are creating the right environment for their team members to thrive. Making people comfortable enough to express doubt, uncertainty or unusual ideas reflects a high level of trust.

This is the value that anchors any culture where people feel empowered to embrace innovation and to voice their ideas.

This sense of comfort is facilitated by both interpersonal interactions and the responsive design of a person's physical surroundings. Redesigning the workplace to cater to people's needs does not require spending large sums on remodelling or new and expensive furniture. Small, subtle changes often have the widest impact. The layout of the workspace, use of colour, texture and lighting, a variety of seating options and the availability of secluded and communal spaces should be considered to ensure people can choose how and where they work best.

TO NURTURE A POSITIVE WORK ENVIRONMENT,

LEADERS CAN:

CREATE
spaces in which people are comfortable expressing uncertainty or unusual and innovative ideas, whether in person or online

TRANSFORM
the workspace into a 'happy place' by ensuring there is enough natural light and adding plants, colour and entertainment areas

CONSIDER
how to reorientate the design of the workplace to facilitate greater collaboration and connections between people, while ensuring comfort and safety

MANAGING & REGULATING EMOTIONS

DEFINITION & CONTEXT

Scientifically speaking, emotions are autonomous bodily responses to certain internal and external events. They often affect, and are indeed derived from, people's actions and decisions both personally and professionally. In the workplace, emotions will be involved in virtually every process, whether pitching a new concept or negotiating how to run a project, and therefore it is important to acknowledge and control them.

'Emotion regulation' refers to the ability to effectively manage one's emotions and response to experiences and stimuli.[1] It works to identify the presence and intensity of emotions, enabling people to initiate, inhibit or

moderate their behaviour in a given situation. This allows them to take a step back and control their focus and reactions. Effective emotion regulation stems from the broader concept of emotional intelligence, which is the "ability to sense, understand, value and effectively apply the power of emotions as a source of human energy, information, trust, creativity and influence".[2] It drives better adaptability, decision-making and empathy.

Regulating one's emotions builds emotional intelligence, which contributes to stronger relationships, personal and professional development, and ultimately happiness and wellbeing.

Emotions have a lot of potential to help people navigate their professional environment. Simply avoiding or not addressing emotions clouds the ability of both individuals and leaders to address underlying issues that may be affecting performance. An organisation that promotes wellbeing creates a culture where employees feel free to face and work through both positive and negative feelings.

Unlike negative emotions that prompt immediate survival-oriented behaviours, the 'broaden-and-build' theory suggests that positive emotions have a broadening effect on situations,[3] allowing one to consider creative and flexible ways of thinking

REGULATING ONE'S EMOTIONS BUILDS EMOTIONAL INTELLIGENCE,
WHICH CONTRIBUTES TO STRONGER RELATIONSHIPS, PERSONAL AND PROFESSIONAL DEVELOPMENT, AND ULTIMATELY HAPPINESS AND WELLBEING
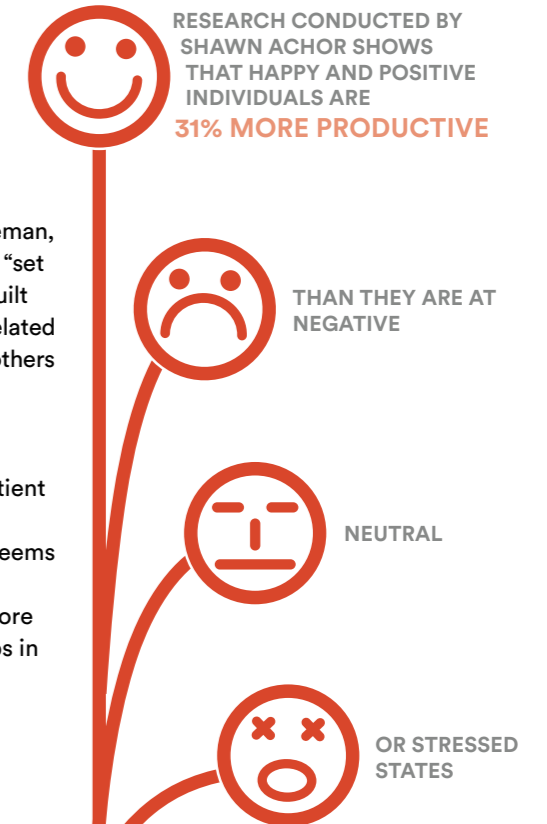
and acting. This theory reflects the importance of positive emotions at the workplace and how dealing with them properly can drive creativity, engagement and innovation.

With ever faster progress being made in the field of neuroscience, scientists are rapidly mapping the areas of the brain that regulate interpersonal dynamics. There is an interesting overlap between the brain's social and emotional domains, highlighting the importance of both social and emotional intelligence skills in navigating life and the social field. The nature of human beings as social creatures is further proved in the structure of the brain – it is now

shown to be a social machine by design. According to Daniel Goleman, social intelligence is defined as a "set of interpersonal competencies built on specific neural circuits (and related endocrine systems) that inspire others to be effective".

Unlike the more commonly acknowledged Intelligence Quotient (IQ), social intelligence can be learned and developed, which deems it a valuable asset to invest in, in order to help navigate people more effectively and form relationships in the working environment.[4]

RESEARCH CONDUCTED BY SHAWN ACHOR SHOWS THAT HAPPY AND POSITIVE INDIVIDUALS ARE

31% MORE PRODUCTIVE

THAN THEY ARE AT NEGATIVE

NEUTRAL

OR STRESSED STATES

Shawn Achor is the author of *The Happiness Advantage*, a leading expert on human potential and founder of Good Think Inc.

1   James Gross & Lisa Feldman Barrett: *Emotion Generation and Emotion Regulation: One or Two Depends on Your Point of View* – 2011.

2   Dan Goleman, Psychology Today: *How Focus Changed My Thinking About Emotional Intelligence* – 2013.

3   The broaden-and-build theory, developed by Barbara Fredrickson in 1998, explores the functions of the positive emotions and is often associated with positive psychology.

4   Goleman, D. (2006, September 1). What is Social Intelligence? Retrieved from Greater Good Magazine: https://greatergood.berkeley.edu/article/item/what_is_social_intelligence.

INDIVIDUAL PERSPECTIVE

In order to collaborate effectively with peers and allow everyone to thrive in the workplace, people must understand how to manage their emotions. The first step is to remain vigilant about how one's emotional reactions influence their response to a given situation, as well as the responses of the people around them – customers, peers, managers and subordinates. Each individual is responsible for being mindful of their emotions, identifying their source and learning to cope with them in order to drive collaboration and positivity in the workplace.

It is important to recognise that managing emotions does not simply mean regulating them, but also identifying and addressing their root causes. For example, someone can be frustrated, but instead of reacting immediately, they can recognise how they are feeling and decide to take a walk or do a breathing exercise before responding.

Emotional discipline prevents people from engaging in impulsive and counterproductive behaviour. Indeed, the ability to control strong emotions by not acting on impulse breeds self-confidence and better decision-making by allowing one to identify and pursue the optimal solutions to the challenges they are facing.

It is essential that people govern their emotions rather than be governed by them. Often people cannot control the situations they face, but they can still choose how to react. The tools and techniques to help them do so are readily available.

INSTITUTIONAL PERSPECTIVE

Leaders can emphasise the importance of regulating emotions by first acknowledging the influence that feelings have on team dynamics, employee motivation and even physical health. By providing the appropriate channels and resources, leaders and managers can ensure employees express their emotions in a healthy manner. Letting team members know that their emotional issues are taken seriously, raising awareness around the importance of emotion regulation and encouraging people to take mental breaks if needed are essential steps to creating and nurturing a healthy culture of trust and positivity.

Emotion regulation not only breeds emotional intelligence, but it also helps us develop empathy towards our colleagues, allowing us to form stronger bonds. Empathy helps us anticipate how our actions and behaviours influence us and those around us, thereby helping us understand our environment.

In today's fast-paced business world, the ability to work under pressure and put in long hours while staying positive is a tall order. Remaining sensitive to people's emotional needs gives them the space to learn how best to navigate and control them.

SCIENTIFIC STUDY
ENHANCING WELLBEING AT WORK: THE ROLE OF EMOTION REGULATION SKILLS

A 2016 study showed that healthcare employees who received training in emotion regulation reported being better able to manage negative emotions and showed increased tolerance and acceptance. The employees noted that their new skills contributed to a lift in their general wellbeing. *Journal of Occupational Health Psychology (2016)*

TO HELP PEOPLE REGULATE THEIR EMOTIONS, *LEADERS CAN:*

PROVIDE resources for people to learn about emotion regulation and raise awareness about its importance

REMAIN sensitive to people's emotional needs and provide the appropriate channels for them to express themselves

OFFER tools and programmes that can help people regulate their emotions
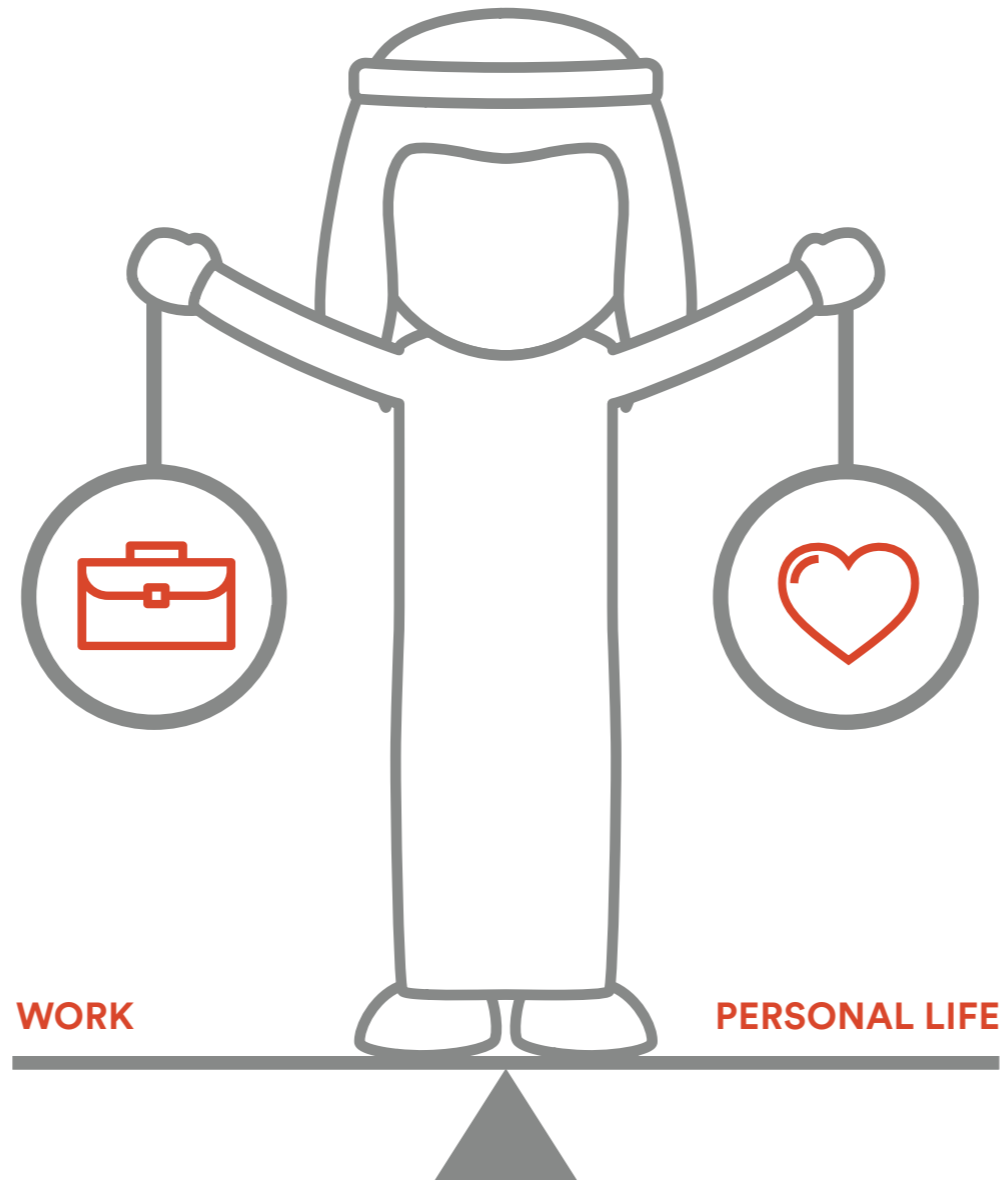
STRIKING A PROPER WORK-LIFE BALANCE

DEFINITION & CONTEXT

Today, more than ever, the boundaries between a person's professional and personal life are constantly blurred. With the rapid proliferation of technology facilitating constant connectivity and virtual communication, people have become available from anywhere at any time. In addition to staying healthy, positive, resilient and grateful, an employee's wellbeing is determined by their ability to achieve a sustainable work-life balance so that they can lead a fulfilling life.

Striking this balance is a rising challenge faced by both the public and the private sectors and has been a point of concern for employees and employers alike. In the UK, the government regularly surveys employers to see how it can shape initiatives and legislation around the topic.[1]

We spend most of our adult waking hours working. Full-time UAE employees work an average of 35 to 40 hours a week – sometimes more – meaning they spend most of their time in the office. Some people may even take their passion and continue working at home, or feel compelled to do so to keep up with their workload, even after the office has closed. Moreover, many people today believe that the role of work extends beyond just earning a living, and expect their careers to provide opportunities for personal growth and fulfilment.

1   Gov.uk: *Work-life Balance Employer Survey.*

WORK

PERSONAL LIFE

SURVEY
MILLENNIALS AT WORK: RESHAPING THE WORKPLACE

By 2020, millennials will make up 50% of the workforce, hence their values, beliefs and needs should be considered. Work-life balance along with health benefits are two of the top three most important things on millennials' priorities for jobs across all age groups. Millennials are willing to sacrifice career advancement in order to have the flexibility necessary to balance their work and their personal life.
Millennials at Work: Reshaping the Workplace (2011)

Helping people achieve a reasonable work-life balance will enable us to avoid employee burnout and reduce stress, anxiety and absenteeism, while simultaneously improving retention rates and boosting engagement and positivity. A study conducted at Harvard University shows that for each dollar spent on wellness programmes, large companies recouped $3.27 in reduced health costs and $2.73 in expenditures related to absenteeism.[2]

Balancing work and home life isn't only a priority for working parents, but for men and women of all ages and from all different backgrounds. According to the *OECD Better Life Index*, Denmark tops the list of countries with the best work-life balance. This ranking results from

national policies such as the length of working hours, and notes that "only 2% of workers in Denmark work very long hours totalling 50 hours per week, compared to an average of 13% of employees in OECD countries".[3] Organisations that prioritise their employees' wellbeing by being flexible and responsive to their desire for a good work-life balance will find themselves with a happier and more fulfilled workforce, which is ready to repay that goodwill with greater engagement and productivity.

2   Harvard Business Review: *In Defense of Corporate Wellness Programs* – 2014.

3   World Economic Forum: *Which countries have the best work-life balance?* – 2016.

INDIVIDUAL PERSPECTIVE

A healthy work-life balance boosts happiness and helps people thrive both at the workplace and at home. Balance between our personal and professional lives is important in order to be fully present and attentive to what we are doing in each moment. Without it, we don't have time for both components of our lives. We are either preoccupied with work issues while we should be relaxing or spending quality time with family and friends, or we are busy trying to figure out how to manage personal tasks while we should be working. Pursuing a satisfactory work-life balance requires us to work more efficiently by prioritising tasks, improving our focus on each task and embracing multi-tasking.

In addition, taking time to relax, spend time with friends and family and engage in leisure activities allows us to recharge and rebuild our emotional and physical capacities. When we disconnect, we are able to fully focus on and enjoy what we are doing. We need to set clear boundaries between our personal and professional lives and allocate sufficient time not only to work, but also to loved ones and to self-care.

INSTITUTIONAL PERSPECTIVE

Boosting employee happiness will directly reflect on the organisation's success. Employees will have more energy to focus on work and will possess the emotional and physical bandwidth to put their best foot forward. Institutions that respect their staff's work-life balance are repaid with employees who truly believe their organisation cares about them and who care about their employer in return. In this context, leaders have an important platform they can use to promote the importance of boundaries and support people's pursuit of a healthy work-life balance. They can actively communicate that they expect people to take time to rejuvenate themselves and focus on their private goals and responsibilities. In positive work environments, it is important to understand the significance of balance and be willing to help people achieve it through both policy and practice.

People would often like to improve their work-life balance, but worry about how it will impact their performance and the organisation. Their superiors can set the example by embracing flexibility and providing opportunities for people to express their needs and concerns. For example, rather than stating that a task requires overtime, it would be more supportive instead to ask if the employee is available to put in extra hours. This signals respect and encourages the employee to step up if they are available, and not to be penalised if they are not.

Enacting supportive policies and offering programmes and activities such as quality-of-life benefits, adaptive work protocols and childcare will help relieve the burden on those whose personal lives require flexibility in order for them to do their best work. When it comes to defining these types of policies and guidelines, leaders should solicit and listen to employees' opinions about what will serve them best in achieving a healthy work-life balance.

TO ENSURE EMPLOYEES STRIKE A HEALTHY WORK-LIFE BALANCE
LEADERS CAN:

ENGAGE employees to understand their needs and consider their opinions when drafting policies that will affect them

ESTABLISH programmes and policies for paternal leave and overtime hours

PROVIDE fitness and/ or entertainment initiatives and activities outside of the workplace

5 KEY TIPS

FOR PROMOTING THE WELLBEING OF OUR PEOPLE

MOTIVATE
people to take care of their emotional and physical wellbeing

CREATE
an innovative and open-minded culture that promotes creativity

BE MINDFUL
of your environment and the circumstances of your employees

TAILOR
the workspace to embrace positivity and ensure safety
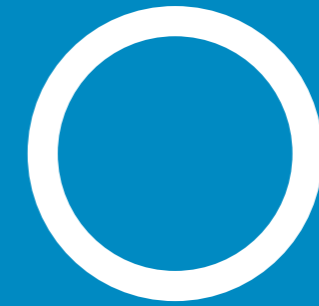
SUPPORT
people's pursuit of a healthy work-life balance

BREATHE
AND **BRE** **ATHE**
AGAIN

BUILDING MEANINGFUL RELATIONSHIPS

OVERVIEW

"The poor person is rich with their family, the small one is big with their family, and the weak one is strong with their family. And so it is with the nation that brings us together as one family"

His Highness Sheikh Mohammed bin Rashid Al Maktoum
Vice President & Prime Minister of the United Arab Emirates, Ruler of Dubai

The relationships we build over time make up a large part of what makes us happy and positive at work. Almost every study on happiness in the workplace reinforces this point. Employees who report feeling satisfied and say they look forward to going to work, give relationships as the primary reason why. Strong relationships push people to perform better, and motivate them to engage more fully in their work. Beyond that, positive relationships contribute to a sense of unity and shared purpose, allowing the employees to better identify with the organisation's vision and values.

In his book, *The Happiness Advantage*, author and happiness researcher Shawn Achor notes that successful people do not retreat into themselves in the face of a challenge. Instead, they invest in their social network of peers, family and friends, and share their burdens, using this support network to help them lift themselves up.

Built on trust and shared experiences, meaningful relationships have an outsized influence on an individual's happiness and wellbeing, at work and otherwise, and are best cultivated with care and a long-term outlook. They serve as social support systems that help people to thrive while reducing stress and anxiety. Feeling supported and having someone to turn to helps people cope with struggles and also boosts self-confidence.

A survey conducted by the American Psychological Association found that: "the average stress level for those with emotional support was 5.0 out of 10 compared to 6.3 for those without such support".[1]

1   American Psychological Association: *Manage stress: Strengthen your support network* – 2015.

RELATIONSHIPS AT WORK CAN GENERALLY BE CATEGORISED INTO TWO TYPES:

1. Personal
2. Professional
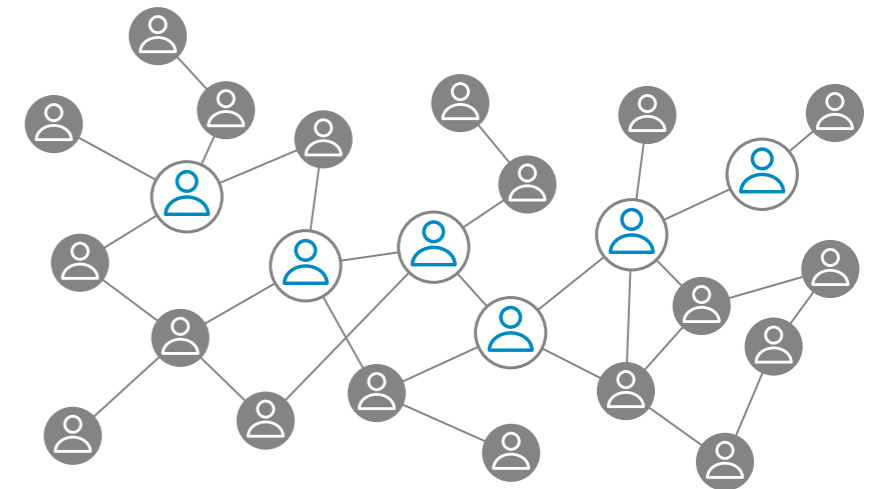
WITHIN THIS, THERE ARE THREE TIERS:

1. Peer-to-peer
2. Employee-to-manager
3. Between employees as a collective and the organisation as a whole

All the different types of relationships accumulate to form the social environment that anchors the culture of a workplace.

The personalities that populate the workplace also define organisational culture, and a growing number of businesses and institutions now view a candidate's 'cultural fit' within the existing team as one of the most important factors in recruitment.

The positivity of workplace relationships is directly related to the overall positivity within the organisation. The more positive connections employees form, the happier they will be.

POSITIVE RELATIONSHIPS CONTRIBUTE TO A SENSE OF UNITY AND SHARED PURPOSE, ALLOWING THE EMPLOYEES TO BETTER IDENTIFY WITH THE ORGANISATION'S VISION AND VALUES

FOSTERING A POSITIVE TEAM SPIRIT

TEAM SPIRIT IS NOT JUST A CONDITION,
BUT ALSO A MINDSET THAT CAN BE TAUGHT
AND CULTIVATED

SCIENTIFIC STUDY
EFFECTS OF POSITIVE PRACTICES ON ORGANISATIONAL EFFECTIVENESS

Research demonstrated that teams which adopted positive practices, such as caring for each other on a personal level, inspiring each other at work and providing support, were more effective and exhibited higher performance. Positive team spirit fosters positive emotions, guards against negativity and bolsters employee loyalty. *Effects of Positive Practices on Organizational Effectiveness (2011)*

DEFINITION & CONTEXT

All organisations are reliant on teams to carry out their mission; their success is almost completely predicated upon individuals being able to collaborate effectively. Building a healthy and productive feeling of unity within teams and across large organisations is, therefore, an essential part of maximising organisational and individual performance, as well as employee happiness and wellbeing.

As Aristotle said: "man is by nature a social animal"[1] that naturally seeks the camaraderie and companionship of others and builds relationships based on trust rather than working in solitude.

Happy and positive relationships fostering this camaraderie and companionship among employees has the effect of empowering them to work well together in service of their immediate goals and the organisation's wider mission. Any group effort, whether within teams or within the institution as a whole, is built on a positive team spirit. Team spirit is not just a condition, but also a mindset that can be taught and cultivated. It must also be routinely maintained.

Team spirit is a combination of experiencing a shared purpose, high morale, and the ability of peers to keep an open mind towards each other and new ideas. In order to do this, it is essential they communicate effectively about potential failures and resolve any friction between personalities. Team spirit relies on generosity and tolerance, and is rooted in trust between team members as well as trust in the leaders who work to create it. Of course, trust is a two-way street.
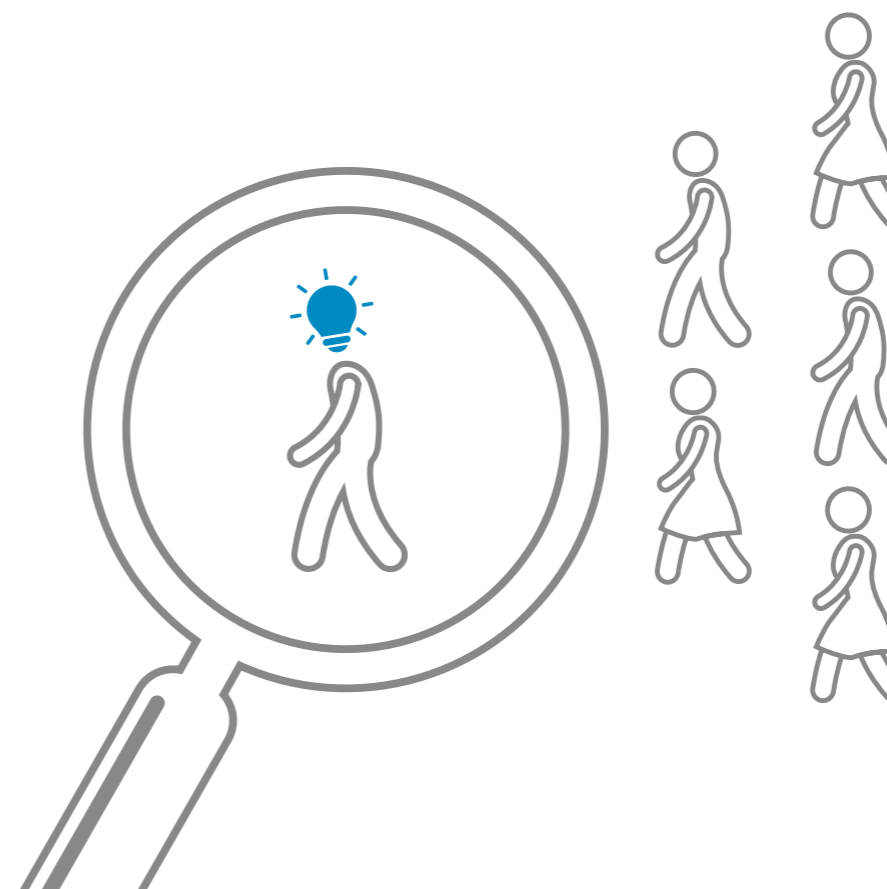
Employees need, first and foremost, to understand their own strengths and flaws and work towards 'self-actualisation', the pinnacle of Maslow's Hierarchy of Needs otherwise described as achieving one's full potential. This theory states that people reach a state of self-actualisation by accepting themselves, prioritising experiences, seeking purpose and motivation and, most importantly, sharing deep relationships with a select number of people but also being able to identify with others. Promoting this type of behaviour helps to foster a positive team spirit, as individuals can better contribute to the collective when they have first bettered themselves.

1 Aristotle: *Politics*.

INDIVIDUAL PERSPECTIVE

Many individuals feel more comfortable sticking to their specific role and may choose to operate independently at work. A positive team spirit, however, would involve taking a collaborative approach, reaching out to others, both within and outside their departments. This can help them to source fresh ideas for their work, and make connections outside their immediate circle. A positive team spirit is further characterised by moral and professional support. Employees that make an active effort to show their availability to provide assistance – personal or professional – will receive similar support in return.

Exhibiting the behaviours of a positive team player is also useful in serving as a role model to others. Research shows that a positive team spirit displayed by one person is often watched and modelled by others who then feel motivated to exhibit it themselves. When individuals make themselves available to their colleagues, and are careful to maintain a positive team spirit, performance improves across the board and there is less redundancy of work.

Spreading team spirit and collaboration across different departments also serves as a strong impetus for problem-solving and continuous improvement, with colleagues becoming aware of what is going on elsewhere in the organisation. They will better understand how the work of others might complement their own, and how their work fits into the broader efforts of the organisation.

INSTITUTIONAL PERSPECTIVE

Executives and managers can't count on a positive team spirit to emerge on its own. A good leader makes an active effort to promote a healthy, fun and competitive team spirit as an aspect of workplace culture. They set an example by spending time with employees, displaying optimism and a positive attitude, providing inspiration and living and breathing the values of the organisation, while practising the values of respect, integrity and honesty. The best leaders at any level within a hierarchy are mindful of how their teams and departments operate.

Those with a positive team spirit propel each other to new heights. Rather than pitting their skills against each other in competition, employees will feel encouraged to collaborate. Colleagues will be a source of empathy and compassion for each other when faced with challenges, and will share pride and celebration when teams or individuals achieve substantial accomplishments.

TO FOSTER A POSITIVE TEAM SPIRIT, *LEADERS CAN:*

EXEMPLIFY collaborative and positive behaviour by encouraging others and asking for feedback on their own management ability

INTRODUCE tools such as 'StrengthsFinder' to identify and build on their teams' strengths while ascertaining how best to leverage them
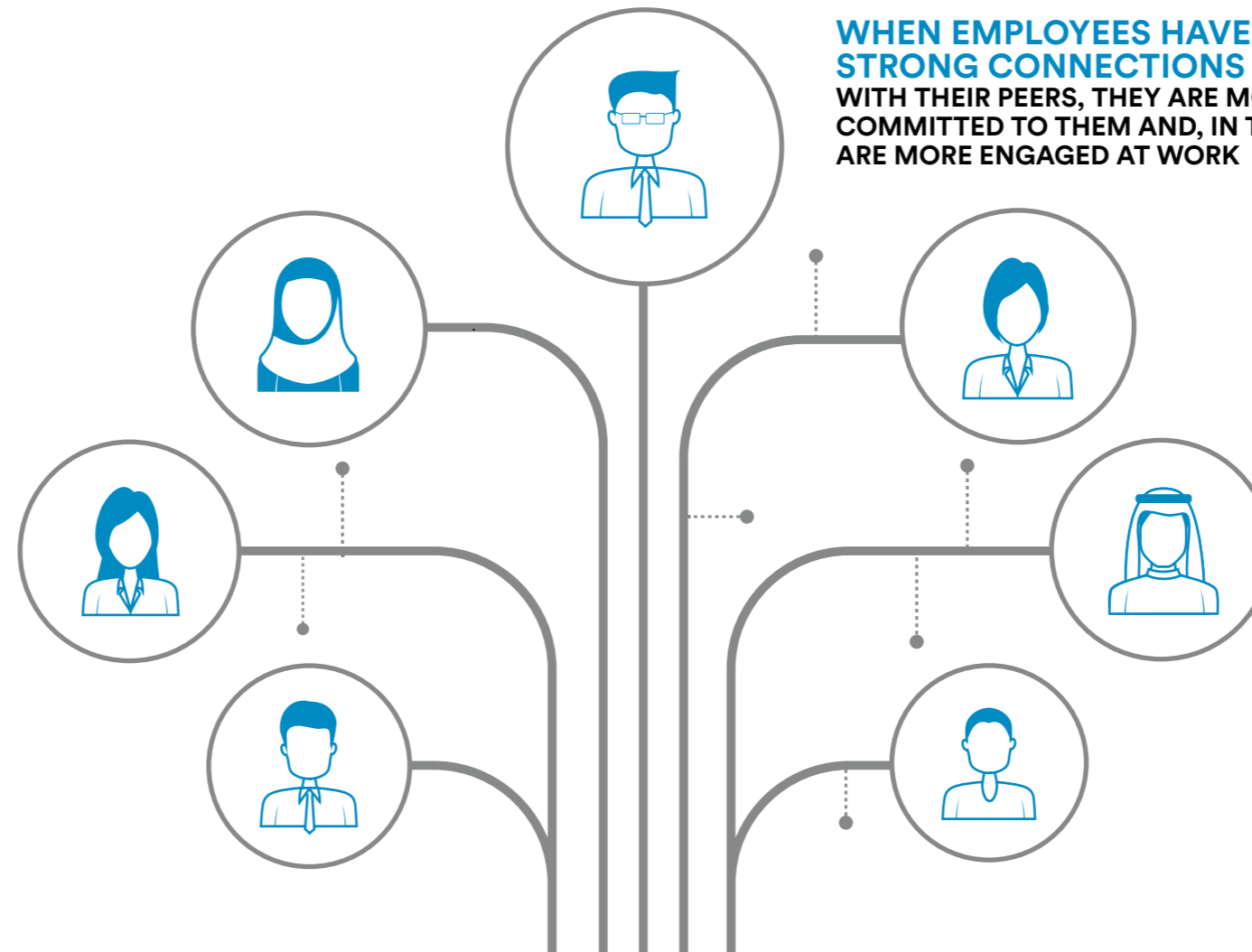
DISPLAY optimism, a positive attitude and the values of respect, integrity and honesty in order to model exemplary behaviour for their employees

FORMING COMPASSIONATE CONNECTIONS

DEFINITION & CONTEXT

Beyond simply establishing professional relationships, a large volume of research shows that making connections based on empathy and trust are one of the greatest contributors towards happiness and wellbeing in the workplace. These connections serve as a support mechanism, both inside and outside of work. The people with whom we connect can offer advice and coaching, act as a sounding board for new ideas, and give honest feedback when we make mistakes. In the event of illness or a family emergency, such connections can help to relieve the burden in ways others cannot, either by supporting them in their situation or covering for them at work. When employees have strong connections with their peers, they are more committed to them and, in turn, are more engaged and involved in the activities of the organisation as a whole.

WHEN EMPLOYEES HAVE STRONG CONNECTIONS WITH THEIR PEERS, THEY ARE MORE COMMITTED TO THEM AND, IN TURN, ARE MORE ENGAGED AT WORK

SCIENTIFIC STUDY

HARVARD UNIVERSITY STUDY OF ADULT DEVELOPMENT

As part of research into the lives of hundreds of men spanning nearly 80 years, the *Harvard Study of Adult Development* showed that the most important driver of happiness was, by far, the quality and, to a lesser extent, the quantity of the relationships an individual had cultivated throughout their lifetime. The study found that it was close relationships, "more than money or fame," that keep people happy.
Harvard Study of Adult Development

👤 INDIVIDUAL PERSPECTIVE

In order to cultivate genuine connections at work, individuals need to begin with a positive attitude. This involves being welcoming and approachable, conducting oneself with selflessness and good humour, and demonstrating a caring and sensitive personality. This will attract people to each other and builds a foundation of trust as they become more familiar. Colleagues benefit greatly from friendliness towards one another. They can get to know each other on a deeper level, by sharing stories and asking questions about each other's personal lives, as well as by interacting outside of work, while remaining respectful of personal boundaries. Resonant, friendly connections at work are vital to our wellbeing. When we feel compassion and care for others, and receive the same courtesy in return, we thrive both physically and psychologically.

🏛 INSTITUTIONAL PERSPECTIVE

Compassionate connections don't grow in a vacuum. People are often wary of how management can react to socialising at work and many organisations still discourage it. Leaders can work to foster a culture that promotes building relationships by encouraging individuals to attempt to get to know each other, facilitating interactions between them and creating the conditions that allow for these relationships to develop organically.

The role of the institution is not to force friendship, but to create a friendly culture, put in place policies, and conduct the right programmes and activities to create an environment where people feel comfortable and unified. Employee retreats, where teams gather outside of the workplace for a friendly and relaxed activity, are a good example

of this. Retreats are often built around games or sport, and occasionally provide opportunities for family members to join in. Connections naturally emerge as employees come to trust and rely on each other and get to know each other better. Social activities, team-building exercises and allowing employees to involve elements of their personal lives, through family-based events, shows that the institution gives priority to building relationships and employees will follow that lead. Strong interpersonal bonds on the job and at team-level are reflected in a strong institution with happier and more engaged staff.

TO HELP THEIR PEOPLE FORM COMPASSIONATE CONNECTIONS,

LEADERS CAN:

ORGANISE activities and team-building exercises to bond with colleagues outside of the workplace

BE ROLE MODELS by exhibiting the behaviours of a compassionate leader that engages people and cherishes strong bonds

FACILITATE connections between team members, especially when integrating new people

PRACTISING POSITIVE COMMUNICATION

RESEARCH SHOWS THAT POSITIVE COMMUNICATION IS THE BEST APPROACH FOR DEVELOPING PEOPLE'S CONFIDENCE IN THEIR OWN ABILITIES AND FOR BUILDING UP THEIR STRENGTHS
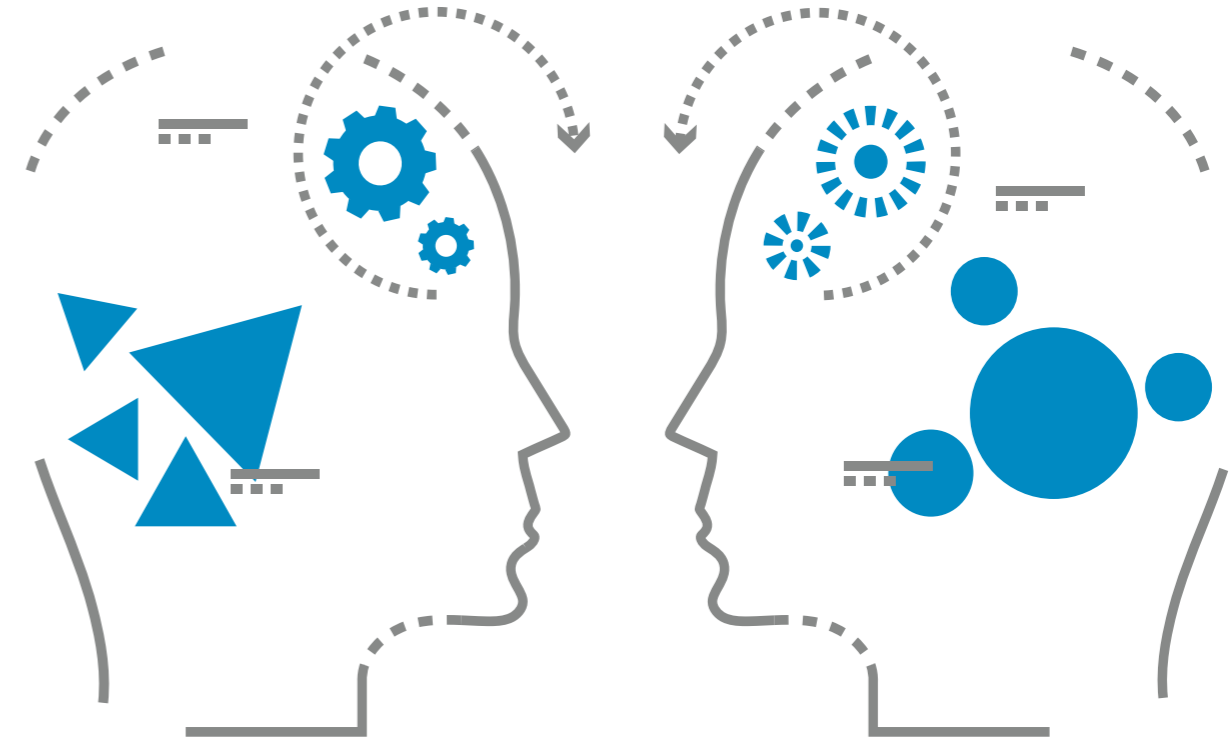
DEFINITION & CONTEXT

Practising positive communication is at the root of happy and positive relationships at all levels within the workplace. This can be in personal interactions between peers, one-to-one communication between employees and managers, or how the leadership communicates with the organisation as a whole.

Positive communication refers to both tone and content, with a person's delivery mattering just as much as their message. That is not to say it is about communicating only positive messages, or avoiding negativity entirely, but about being constructive and empathetic, delivering messages with care and purpose, and holding a conversation rather than simply providing a one-way funnel for what we want to communicate. How you say something and how to listen is just as important as what you're saying.

Research shows that positive communication is the best approach for developing people's confidence in their own abilities and for building up their strengths. An important example applies during disagreements, when the participants should remain focused on the problem and not the personal attributes of the people involved or affected by it. Positive communication starts at the top, with leaders serving as role models for how their employees should approach communication within the organisation.[1]

1   Cameron, K.: *Leading Positively – Strategies for Extraordinary Performance* – 2009.

INDIVIDUAL PERSPECTIVE

Individual interactions should be characterised by respect, honesty and understanding. Feedback from managers and between peers should be constructive and delivered with sensitivity. People should avoid laying blame, forgive simple mistakes and be aware of others' circumstances during times of difficulty. This makes the employee feel valued and cared for, and they will return the favour with greater engagement in their work, increased trust in their colleagues and greater loyalty to the organisation. When communicating, individuals need to consider not only what they want to say, but how they want to say it, and should also be prepared to listen in return. Individual communication is watched by others and patterns of behaviour tend to spread throughout teams and from there into the organisation as a whole.

INSTITUTIONAL PERSPECTIVE

Positive communication at the institutional level takes a different form. It begins with leaders showing that they care about their employees' wellbeing and are aware of their needs. In order to do this, executives and managers need to set up an enduring forum for constructive dialogue. The communication should go both ways, with leaders' doors being open to employees' ideas and suggestions.

They should engage employees in setting the direction of the organisation, solving problems, and solicit their input when developing strategies and policies that will affect them or have an impact on the organisation as a whole. A positive, genuine and constructive tone set from the top of the organisation naturally trickles down to individuals and encourages them to be more positive, both in how they approach their work and how they interact with each other. Cumulatively, this results in a happier and more positive workplace.

SCIENTIFIC STUDY

THE ROLE OF POSITIVITY & CONNECTIVITY IN THE PERFORMANCE OF BUSINESS TEAMS

A study published in the *American Behavioral Scientist* in 2004 indicated that teams performed substantially better in settings where positive communication predominated. The study showed that high-performing teams communicated with six positive comments for each negative one. The lowest performing teams exhibited the reverse – they averaged three negative comments for each positive one.
American Behavioral Scientist (2004)

TO PRACTISE POSITIVE COMMUNICATION,
LEADERS CAN:

EMBRACE
open-door policies and face-to-face constructive interactions with people to create a culture where they feel comfortable seeking input and feedback

SET
a positive tone from the top of the organisation, which encourages employees to communicate with each other in a similar manner

EMPLOY
technology to swiftly receive and process feedback

EMBRACING DIVERSITY & INCLUSION

DEFINITION & CONTEXT

One of the long overdue trends in organisations today is an emphasis on diversity and inclusion in the workplace. Institutions are making an ambitious effort to diversify their workforces on the basis of geographical origin, gender, age, ability and academic background, among other traits. Diversity is crucial to an organisation's success as it injects fresh ideas and alternative perspectives that might not come to light at a workplace where people have matching backgrounds and academic profiles and, as such, similar approaches to work. A lack of diversity stifles the ability of individuals to engage with those who are different to them, as well as the ability of an organisation to innovate and to cater to the needs of a diverse society.

When Forbes surveyed over 300 executives from large enterprises, 85% of them agreed that diversity drives innovation and attracts talent, and noted that diversity was a priority for their business.

A culture of diversity and inclusion within an institution teaches the values of tolerance and acceptance and lays the foundation for greater trust between individuals and within the organisation overall.

A CULTURE OF DIVERSITY AND INCLUSION WITHIN AN INSTITUTION TEACHES THE VALUES OF TOLERANCE AND ACCEPTANCE AND LAYS THE FOUNDATION FOR GREATER TRUST BETWEEN INDIVIDUALS AND WITHIN THE ORGANISATION OVERALL

CASE STUDY
FORD MOTOR COMPANY

Ford has been included in DiversityInc's Top 50 index an impressive 11 times. Deriving the benefits of an inclusive workforce is an area of strategic focus for Ford globally. As such it encourages employees to maximise their professional and personal growth through a tailored training programme, and demonstrates the value of differences in individuals' backgrounds, experience, knowledge and skills.
The 2017 DiversityInc Top 50 Companies for Diversity

👤 INDIVIDUAL PERSPECTIVE

People are generally most comfortable working and socialising among people they can relate to and are familiar with, but individuals who make an active effort to reach out to others of different backgrounds are often handsomely rewarded. They can leverage the experiences and perspectives of their peers to take a new approach to understanding and solving problems. When working in teams, they can ensure that they are inclusive by making an effort to solicit the input and opinions of every member. This is particularly important for those with backgrounds that might give them unique insight, or people with a quieter or more reserved personal style, who may also have important contributions to make. Engaging with those who come from different walks of life and have alternate abilities can also allow people to diversify their own perspectives, by expanding their cultural awareness and knowledge of different disciplines, by tapping into the experience that can only be gained from someone of another gender, age, ability, origin, or academic background.

🏛 INSTITUTIONAL PERSPECTIVE

At a managerial level, policies to promote diversity and inclusion can be realised throughout the leadership hierarchy. Executives can appoint an individual, or team, to be responsible for diversifying the workforce and facilitating inclusive policies within the institution. Hiring practices can be calibrated to ensure that an institution is also considering highly qualified candidates from non-traditional backgrounds who might prove equally or more valuable than those from the regular hiring pool.

Once these people are in the organisation, managers can leverage their unique backgrounds when composing teams and solving difficult problems. It is critical that the institution's commitment to diversity be sincere and that leadership plays a central role in raising awareness about the importance of diversity. In doing so, they lay the foundation for a culture of inclusion that feeds back into employee happiness and wellbeing.

TO EMBRACE DIVERSITY AND INCLUSION WITHIN THEIR INSTITUTION,

LEADERS CAN:

LEVERAGE the different backgrounds, skills, cultures and traditions that people bring to build an innovative and knowledgeable workforce

INTEGRATE inclusive policies and practices for all employees which helps nurture a work environment where no one is excluded, marginalised or prevented from accessing certain resources or benefits

APPOINT an individual or team responsible for diversity and inclusion in the workplace

5 KEY TIPS
FOR BUILDING MEANINGFUL RELATIONSHIPS

PROMOTE
a collaborative, positive, engaged and productive team spirit

PROVIDE
opportunities for colleagues to relate to each other and form genuine connections

SET
a positive tone from the top that inspires a happy and positive work culture

BUILD
trust within teams to facilitate the open and honest exchange of opinions and ideas

STRENGTHEN
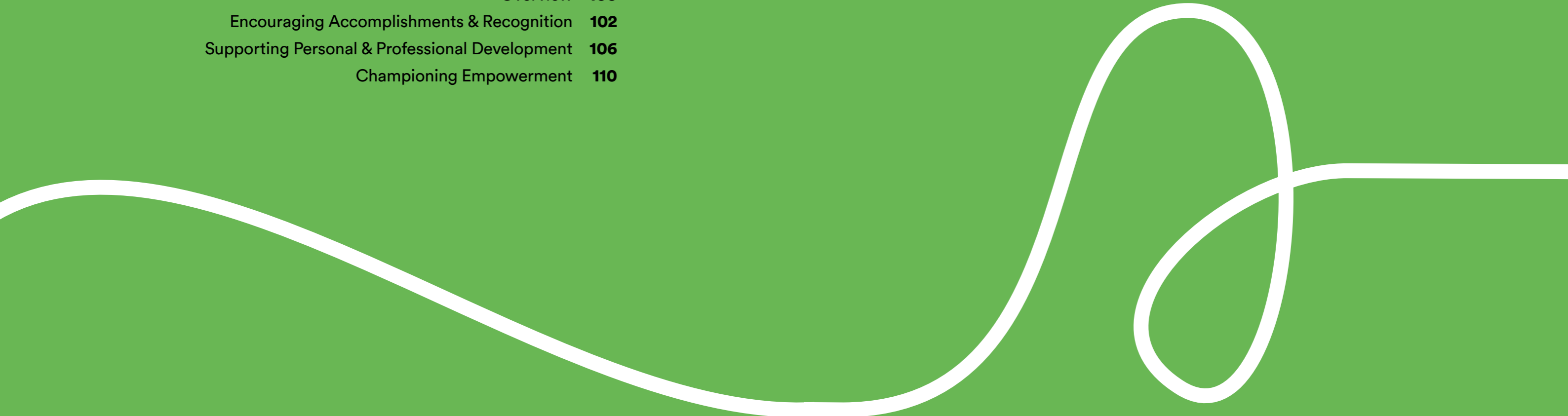the core of the organisation by embracing diversity and inclusion

BE HERE NOW

FULFILLING OUR POTENTIAL

OVERVIEW

"Human beings were created to grow and evolve. When we limit our employees' growth and development opportunities, we are acting against this universal law"

His Highness Sheikh Mohammed bin Rashid Al Maktoum
Vice President & Prime Minister of the United Arab Emirates, Ruler of Dubai

Each and every one of us has both the ability and innate desire to grow and develop our talents. This is a principle psychologists and philosophers agree upon, although they may debate the methods by which human potential can be actualised.

The fulfilment of our hopes, dreams and ambitions – our outlook for the future – is a core theme in happiness and wellbeing. The matter does not only concern our present condition.

No one wants to stagnate in any aspect of their lives, whether at work or at home. Rather, we are always looking for opportunities to improve.

It is important to empower people to claim their autonomy and work towards achieving their ambitions, because they want to feel in control of their destiny.

This is why experts in the field of positive psychology describe happiness, in one sense, as "the joy we feel striving after our potential".[1] In other words, happiness is a combination of current positive feelings and positivity about where you are going. It manifests in the journey itself, not only upon reaching the destination.
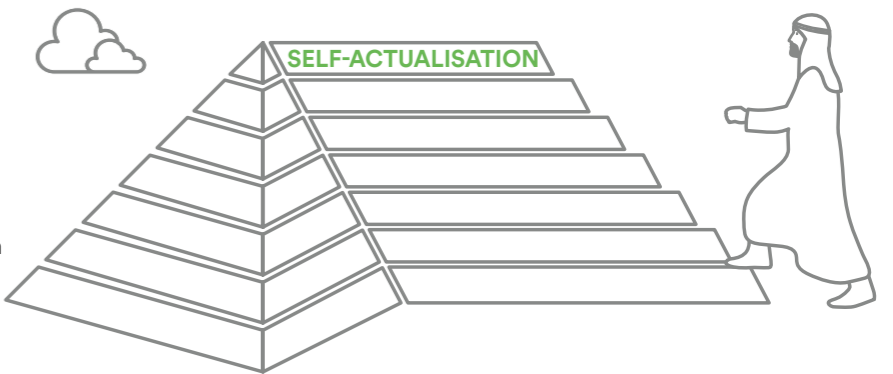
In Gallup's most recent edition of their annual *State of the American Workplace* report, one of the key findings was that people want opportunities to learn and grow at work. This desire reveals what is known to scholars and practitioners alike as a 'growth mindset'. This means having a perspective that drives us continually to improve in every aspect of our lives – from knowledge and skills to relationships, our physical health and beyond. Adopting this mindset is a prerequisite to fulfilling our

potential and is the key element of success in doing so. When individuals come to believe that their talents and potential are not limited by their genetics or circumstances, they truly begin to thrive. They find lessons and inspiration in all situations and moments, even – and perhaps especially – the difficult ones.

"People with a growth mindset believe they can develop their abilities through dedication, hard work and learning from others and their mistakes".[2] They are incredibly inquisitive, open to new challenges and experiences, and believe that intelligence is won through hard work, not a genetic lottery. To those with a growth mindset, every situation – whether success or failure – is an opportunity to learn and advance both personally and professionally.

The most successful organisations nurture this mindset and actively seek to recruit people who possess it. By creating a culture where growth is encouraged and facilitated, institutions will see an immediate and significant return on their investment as people feed their burgeoning talents and skills back into their work.[3]

WHEN INDIVIDUALS COME TO BELIEVE THAT THEIR TALENTS AND POTENTIAL ARE NOT LIMITED BY THEIR GENETICS OR CIRCUMSTANCES, THEY TRULY BEGIN TO THRIVE

SELF-ACTUALISATION

1 Live Happy. *The New Definition of Happiness* – 2014.

2 World Economic Forum: *Growth vs fixed mindset: which one does your company have?* – 2016.

3 Harvard Business Review, Dweck, C. *What Having a "Growth Mindset" Actually Means* – 2016.

ENCOURAGING ACCOMPLISHMENTS & RECOGNITION

DEFINITION & CONTEXT

Accomplishments feel great. They lead to a feeling of satisfaction that can stem from any number of sources, such as the completion of some challenging work, reaching a landmark moment in our individual career development, achieving a new qualification or even the completion of a team project. Accomplishments also help people track their progress over time. They are the fruit of hard work and a high frequency of accomplishments leads to employee happiness. The *Job Satisfaction in the Middle East and North Africa Survey*, conducted by Bayt.com and YouGov in 2015, found that 84% of respondents reported a sense of achievement as the most important factor for happiness on the job.

Accomplishments are more satisfying, however, when they are recognised by peers and superiors. When people's efforts and hard work are noticed and lauded, it is a boost to self-esteem not only because it reaffirms their ability, but also because it distinguishes them and lets them know that their work is valued and appreciated. It helps to shape a positive self-image, boosting confidence which in turn generates the positive emotions that form the basis for happiness.

Recognising accomplishments is crucial to the happiness and wellbeing of individuals, teams and institutions alike. A 2015 survey demonstrated that there is a strong connection between recognition and job satisfaction. Seven out of 10 employees who received recognition for their good work said they were happy in their jobs. Conversely, among employees who hadn't received recognition, only 39% said they were happy at work. The same study found that a leader can foster an immediate boost in employee happiness (up to 31%) simply by recognising those who have never received any appreciation from their superiors.[1]

1   Inc.com, Yakowicz, W. *Why Employee Recognition Is Even More Important Than You Think* – 2015.

ORGANISATIONS WITH HAPPY EMPLOYEES OUTPERFORM THEIR COMPETITION BY

20%

HAPPY EMPLOYEES TEND TO:

DEVOTE MORE TIME AND EFFORT TO THEIR WORK

EXHIBIT MORE CREATIVITY

SOLVE PROBLEMS MORE EFFECTIVELY

DISNEY WORLD

Disney has over 180 employee recognition programmes, but it is particularly worth noting their recognition of Fred. Fred has worked at Disney for a very long time and has developed a reputation as the best embodiment of the company's values and ethos. In recognition of this, Disney created an award in Fred's name. Every year, he makes plaques for the winners of the 'Spirit of Fred Award', which is given to the person who made the greatest achievement in upholding the company's values. *World Class Benchmarking – Reward & Recognition at the Walt Disney World Resort*

RECOGNISING ACCOMPLISHMENTS IS CRUCIAL

TO THE HAPPINESS AND WELLBEING OF INDIVIDUALS, TEAMS AND INSTITUTIONS ALIKE

👤 INDIVIDUAL PERSPECTIVE

In today's age, employers are showing increasing interest in the personal and professional development of their human capital, with employees encouraged to develop short and long-term targets and objectives. Working towards accomplishments requires that people take ownership of their development journey. Those who seek to grow regularly assess their progress and seek regular and constructive feedback on how they've succeeded and how they can improve. Soliciting a range of opinions can lend critical perspective to an individual as they can benefit from an impartial assessment of their efforts.

It is important that people not only strive towards their own accomplishments but also encourage and support those around them to achieve theirs, and recognise them for their successes. Such a practice is self-reinforcing, embedding itself into the culture of an organisation and improving the overall vibe of the workplace as colleagues model each other's positive behaviour.

🏛 INSTITUTIONAL PERSPECTIVE

Conventional wisdom would suggest that racking up accomplishments is what drives happiness, but the evidence shows that true satisfaction is acquired in the process and not the outcome. It is the quest of striving to achieve potential that leads to happiness and wellbeing, not necessarily the accomplishment itself.

Another important factor in achieving happiness is the ability of leaders to boost their employees' self-esteem. Supportive leaders keep this in mind as they motivate their teams to strive towards achievements, both collectively and individually, and can provide support mechanisms to truly encourage self-development. Each milestone along the way to a grand accomplishment is an achievement in itself and should be celebrated.

Once employees have realised substantial accomplishments, it is very important to recognise not only their achievement, but also their effort. In fact, many organisations are now recognising failure, an act which focuses on the effort and risk that the person took, and the learning and personal development that resulted. Appreciation is a fundamental human need and people respond positively when their managers and colleagues express how much they value their work and how important it is to the institution.

TO PUSH THEIR EMPLOYEES TOWARDS HIGHER ACHIEVEMENT, *LEADERS CAN:*

RECOGNISE work that leads to milestones and accomplishments

SHOWCASE their appreciation for effort, even if it does not result in an accomplishment

SUPPORTING PERSONAL & PROFESSIONAL DEVELOPMENT

THE SENSE THAT THERE ARE OPPORTUNITIES TO GROW WITHIN A WORKPLACE IS ONE OF THE CORE DRIVERS OF ENGAGEMENT AND HAPPINESS AT WORK

DEFINITION & CONTEXT

When it comes to discussing how people can fulfil their potential at work, the first thought that comes to mind is their personal and professional development. This has to do with identifying clear channels to advance within the hierarchy of an institution, opportunities to apply their existing skills and talents, and opportunities to pick up new skills and experiences, either on the job or through formal learning.

Professional development is the most obvious and straightforward approach to fulfilling one's potential. The sense that there are opportunities to grow, both personally and professionally, within a workplace is one of the core drivers of engagement and happiness at work.

The related concept of personal development, meanwhile, revolves more around soft skills such as communicating effectively, collaborating well with others and growing as a leader, among other skills that are also useful outside work.

A cornerstone of personal and professional development is constructive and timely feedback. People can only improve by assessing how they are succeeding and where they are coming up short. Naturally, people from different backgrounds require distinct forms of feedback, and with varying frequency. One study reported, for example, that 42% of millennials want feedback every week – more than twice the percentage of every other generation.[1]
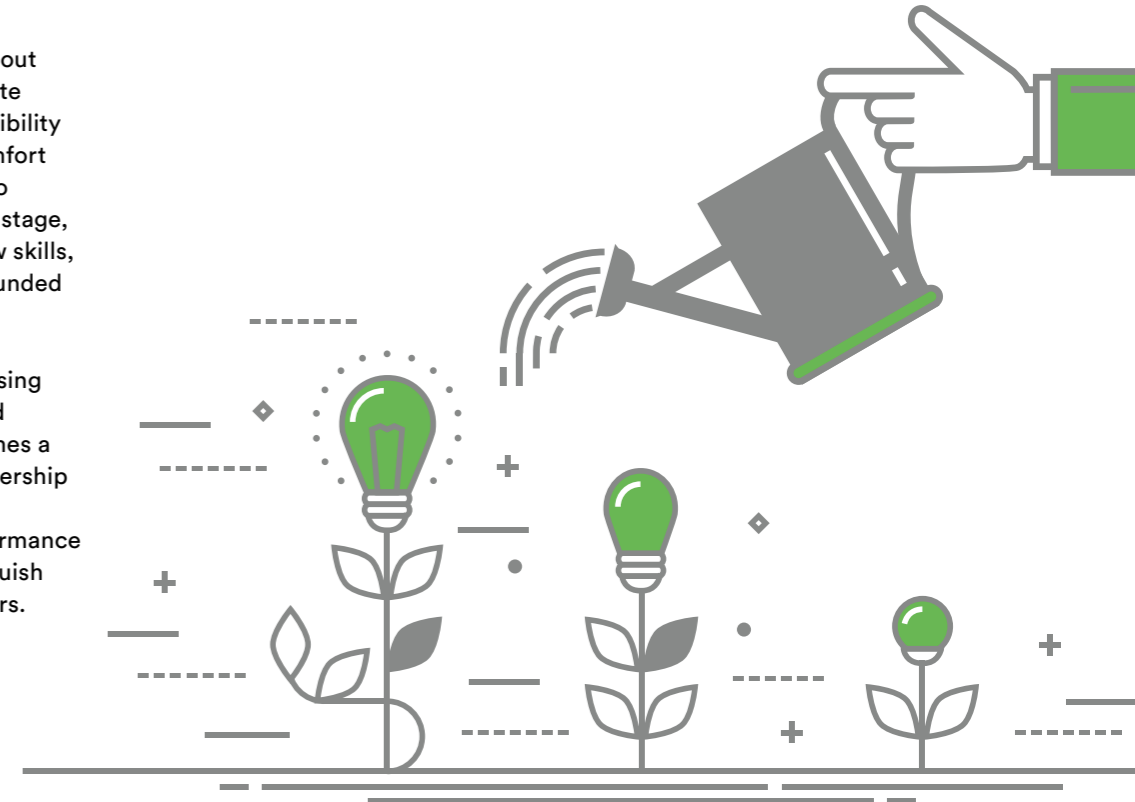
INDIVIDUAL PERSPECTIVE

Employees with a clear vision of their path to upward mobility within an institution are more positive and more productive. Progress should not be dictated, however. It is largely up to the individual to take advantage of the opportunities that come their way and actively to seek ways to improve.

Employees who are intent on personal and professional growth take charge of their own destiny by asking for specific and meaningful help from the organisation. This requires regularly drafting, monitoring and evaluating an actionable and achievable development plan.

An individual can also seek out opportunities to demonstrate leadership, take on responsibility and reach outside their comfort zone. These are key steps to advance your career at any stage, acquire knowledge and new skills, and develop into a more rounded and productive individual.

An employee who is increasing their repertoire of skills and experience naturally becomes a stronger candidate for leadership and progression within the organisation, as their performance stands out and they distinguish themselves to their superiors.

1   Tracy Benson, Harvard Business Review: *Motivating Millennials Takes More than Flexible Work Policies* – 2016.

🏛 INSTITUTIONAL PERSPECTIVE

An institution's role in facilitating career development is critically important. The institution lays the pathway for career growth, including defining the steps and requirements for individual advancement. It begins with clear and consistent communication. Leaders can fulfil their role by explicitly calling attention to the milestones that need to be achieved in order for an individual to move up within an institution. They can also provide the tools – interesting and meaningful projects, formal learning opportunities, and regular and constructive feedback – for employees to leverage. By giving them this platform, institutions can set the stage for individuals to grow organically and in a healthy way.

Employees that perform the tasks that are expected of them and display the qualities required should be rewarded with equal opportunities for career advancement. When they see these efforts being carried out on their behalf, they become more engaged, exhibit higher a degree of trust in their institution and tend to reward those efforts with more genuine commitment, better performance and increased loyalty.

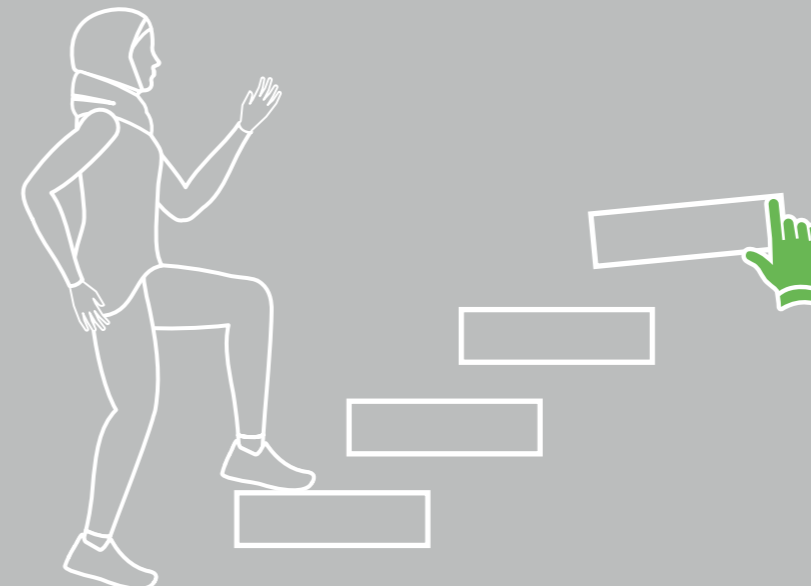## CASE STUDY
GOLDMAN SACHS

🔍 In recent years, Goldman Sachs, the multinational finance company, has begun investing heavily in its employees' professional development, with a particular emphasis on those with the least experience. The firm has put in place its New Analyst programme, a structured training programme for fresh college graduates, coupled with a New Associate programme for newly minted MBAs. All employees have access to Goldman Sachs University, the firm's continuous learning platform. Thanks to these efforts, Goldman Sachs is consistently ranked among the best companies for professional development by career-focused commentators such as LinkedIn and Glassdoor.

TO SUPPORT THE PERSONAL AND PROFESSIONAL DEVELOPMENT OF THEIR PEOPLE,
LEADERS CAN:

PROVIDE
tools and opportunities, whether they are theoretical or practical, to ensure employees are continuously learning

ESTABLISH
a clear ladder for career development and provide guidance on how individuals can advance from one stage to the next

CHAMPIONING EMPOWERMENT

DEFINITION & CONTEXT

To empower employees is to give them the tools and provide the context in which they can take control of their careers. Individuals should also be able to confidently express their opinions about, and articulate their role in, the trajectory of their institution. Empowerment involves sharing information and making resources and tools available to staff to enable them to act on the strategic direction of the institution as set by its leaders. When people feel empowered to make their own decisions and to take initiative, they tend to do their best work. Ultimately, this leads them to feel in control of their own destiny and trusted to contribute to the direction of the institution.

INDIVIDUAL PERSPECTIVE

Feeling empowered at work is largely dependent on how much responsibility a person feels comfortable taking on. While the institution plays a significant role in affording employees responsibilities and freedoms, it is up to the individual to take the initiative by ensuring their opinions are heard and their needs are considered. Even small and subtle freedoms can have a considerable impact on happiness in the workplace, but it is largely up to the individual to have the confidence to raise these concerns to the leadership of their institution. On a larger scale, employees are well placed to spot inefficiencies and improve systems by collaborating and bringing ideas for solutions to their managers. Building the confidence to raise your voice and articulate needs and preferences is the first step towards being responsible for your own empowerment.

CASE STUDY
TOYOTA MOTORS

Toyota hands over the responsibility of identifying and solving production problems to its shop-floor employees. They are encouraged to address the cause rather than firefight the symptoms, and the management knows that the workers are best-positioned to do this. The responsibility runs so deep that any worker can halt the production line. Toyota conducts an anonymous employee satisfaction survey every two years, and its latest results show that employee satisfaction in all areas is the highest it has ever been at around 70%.

WHEN EMPLOYEES FEEL EMPOWERED TO MAKE THEIR OWN DECISIONS AND TO TAKE INITIATIVE, THEY TEND TO DO THEIR BEST WORK

INSTITUTIONAL PERSPECTIVE

Effective communication is a key element in how an organisation empowers its employees. Leaders who regularly and clearly inform their staff about developments and news can be sure that they better understand their roles, and how they fit within the institution. It enables people to take an informed and considered approach to their own development and to work towards fulfilling their potential. This feeling of being in control is essential for happiness and positivity.

Equally important is to foster effective two-way communication. Leadership and management at all levels can do this by giving people an opportunity to voice their opinions and ideas, and by listening carefully to their responses. Truly responsive communication fosters a culture of free and constructive expression. It is bolstered by having mechanisms in place that allow employees to give regular feedback and make suggestions about all aspects of the workplace. This can take several forms, including surveys, focus groups, online forums and institution-wide meetings, as well as formal and informal individual and group conversations.

Leaders enjoy positions of power and authority that give them the influence to shape workplace culture. A culture of empowerment, where each individual genuinely feels that leaders care for their wellbeing and growth, leads to employees feeling valued and needed within their institution.

A CULTURE OF EMPOWERMENT, WHERE EACH INDIVIDUAL GENUINELY FEELS THAT LEADERS CARE FOR THEIR WELLBEING AND GROWTH, LEADS TO EMPLOYEES FEELING VALUED AND NEEDED

TO EMPOWER THE PEOPLE WITHIN THEIR INSTITUTION, *LEADERS CAN:*

COMMUNICATE transparently through effective and regular channels that run both ways

LISTEN carefully to people and empower them to voice their opinions and ideas

CONDUCT regular exercises to receive feedback on how they can improve the employee experience, such as focus groups, surveys and 'town halls' (meetings where a leadership meets with its people to discuss important issues)

5 KEY TIPS
FOR FULFILLING OUR POTENTIAL

RECOGNISE and appreciate contributions, accomplishments and efforts

INVEST in employee development through constructive feedback and learning opportunities

EMPOWER people to take initiative and take on responsibility

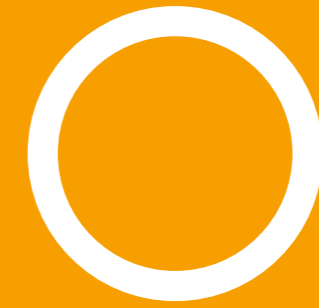**OUTLINE** a clear path for advancement within the institution

COMMUNICATE regularly with employees about institutional development

OUR ONWARD JOURNEY

LOOKING TO THE FUTURE

It is important to strive towards happiness and wellbeing on a daily basis by approaching everything we do with a positive attitude, an open mind and a willing heart

Achieving persistent happiness and wellbeing is a worthy goal at every level – individual, institutional and ultimately national. While we focus here on promoting these concepts in the workplace to boost employee engagement, productivity and commitment, it is important for all of us to remember that happiness and wellbeing are ends unto themselves. We acknowledge that such an ambitious goal requires the effort and participation of all parties relevant to its success. To that end, we believe it is important to strive towards happiness and wellbeing on a daily basis by approaching everything we do with a positive attitude, an open mind and a willing heart.

A WORK ENVIRONMENT CENTRED ON HAPPINESS AND WELLBEING IS CREATED BY THE COMBINED EFFORTS OF TWO PARTIES:

1. The positive individual
2. The positive institution

The positive individual strives towards personal happiness and is a champion for the happiness of others. The positive institution enables people to achieve happiness and wellbeing by raising awareness, providing the appropriate tools and establishing a culture where these efforts can succeed. Though their approaches will differ, both sides need to work in concert to ensure they are progressing smoothly towards the common goal of bringing happiness and wellbeing to their workplaces.

This handbook is intended to guide government entities, to help them better understand their roles in this process and to be able to identify the approaches they can consider, as individuals and as institutions, to achieve happiness and wellbeing at work.

In this document, we have outlined the four fundamental pillars that lead to happiness and wellbeing in the workplace, with specific guidance on particular areas of focus within each one. Each area of focus has an individual and institutional perspective. When these two align, that concept manifests successfully in the workplace. While each pillar and area of focus has been dealt with individually in this document, it is important to remember that they all are deeply interdependent, feeding into one another to reinforce the framework as a whole.

It is important to keep in mind that the field of positive psychology and the science of happiness and wellbeing are dynamic, constantly shifting and producing new ideas while refining existing ones. The framework we provide here is deeply grounded in academic theories from this discipline and draws heavily from research conducted by private firms, non-governmental organisations, and the expertise of prominent business executives and thought leaders. Like the discipline as a whole, the manual remains flexible and open to continuous improvement and revision so that it might remain in touch with the latest research and best practices, as well as the particular needs of our government entities and employees.

Our nation looks to the future and envisions happiness and wellbeing as the ultimate outcome for all residents of the UAE. Already we have seen success in these efforts, with the launch of various initiatives, large and small, that have informed the way institutions carry out their mandates and serve their customers. The next step, which this manual is intended to support, is to expand our scope to the workplace and direct our focus towards bringing happiness to our employees and ensuring their wellbeing. Together, we will accelerate our progress towards securing our place among the happiest countries in the world.

A FRAMEWORK FOR HAPPINESS & WELLBEING

UAE VISION: TO BE AMONG THE HAPPIEST COUNTRIES IN THE WORLD

Positive Individual

Positive Institution

FUNDAMENTAL PILLARS

| Instilling Purpose | Promoting Health | Building Relationships | Fulfilling Potential |

INSTITUTIONAL ENABLERS

Policies   Programmes   Practices

OUTCOMES

Happy & Positive Institution   Engaged, Loyal & Productive Employee

Happy Society   Happy Customer