Learning Objectives

- What is workplace happiness?
- Define Emotional intelligence
- Why Employee engagement is important

Workplace Happiness

Research has proven that
- Happy people are more successful in multiple life domains, including marriage, friendship, income, work performance, and health
- Happy people get sick less often and experience fewer symptoms when they do get sick
- Happy people have more friends and a better support system
- Happy people donate more to charity
- Happy people are more helpful and more likely to volunteer
- Happy people have an easier time navigating through life since optimism eases pain, sadness, and grief
- Happy people have a positive influence on others and encourage them to seek happiness as well, which can act as reinforcement
- Happy people engage in deeper and more meaningful conversations
- Happy people smile more, which is beneficial to your health
- Happy people exercise more often and eat more healthily
- Happy people are happy with what they have rather than being jealous of others
- Happy people are healthier all around and more likely to be healthy in the future
- Happy people live longer than those who are not as happy
- Happy people are more productive and more creative, and this effect extends to all those experiencing positive emotions

Emotional Intelligence

- There are many different definitions of emotional intelligence, but here is a definition we thought captured what we wanted to say:
  - “Emotional Intelligence is the capacity to be aware of, control, and express one's emotions, and to handle interpersonal relationships judiciously and empathetically.”
**What high level emotional intelligence looks like**

We know that the foundation of a happy workplace comes from a high level of emotional Intelligence, but what does a person like that look like?

- They recognize both subtle and overt emotions easily in themselves and others
  - Then use the emotional information wisely
- They Establish positive social relationships with others
- They avoid problems and altercations
- They work to further harmony and cooperation

**How do you grow your emotional intelligence?**

- Real life experience: having difficult conversations, actively listening, observation, thinking about how things could have been done differently.
- Training - if you can attend an online or in person training, you will be able to get more in depth information about the concept of EI
- Getting to know each member of your team well - who are they, what is important to them, and what do they have going on in their lives
- Working alongside various personality types and learning how they communicate will help you on your lifelong journey to happiness. Just know that it takes time and everyone in your workplace is different.

**Personality Types**

- There are different types of tests - those you pay for
  - Myers/Briggs is a popular one. It provides a framework for understanding individual differences and it has found wide application in the many functions that compose an organization
  - Gallup does another one called Strengthsfinder, which Gallup calls your talent DNA. They explain the ways you most naturally think, feel and behave.
  - DISC: Measure your Dominance, Influence, Steadiness and Conscientiousness. This test helps you better understand your work style and how to build more effective relationships
- Then there are the fun tests:
  - True Color test
  - Animal test
  - Kitchy Buzzfeed quizzes
Hogwarts House Sorting

What about the personality test adverse?

Explain why you want the test taken

- To figure out what environment they thrive in
- To see how they like to receive information or accolades
- To get to know them as a person

Tell them you are not trying to put in a box, but that you are trying to understand them

An alternative option would be to ask questions that will help you gauge the type of person you are working with.

The key is to understand how your employees play into creating a more engaged work environment is key.

Employee Engagement

Employee engagement can be defined as the extent to which employees feel passionate about their jobs, are committed to the organization, and put effort into their work. Employee engagement is not the same as employee satisfaction. What does this mean? In a nutshell, an employee may not be unhappy per se, but may not be reaching their full potential, or contributing to the goals of the organization.

How many US employees do you feel are disengaged in the workplace?

A. 43%
B. 26%
C. 66%
D. 37%

According to Gallup, only 34% of U.S. employees are engaged, along with 16.5% who were "actively disengaged" (which means they are actively sabotaging the mission at their jobs). This means there is a ratio of two engaged workers for every actively disengaged one. We must turn this around!

Let's look at what current research says about engaging employees: what are the employees looking for?

- Flexibility- Everyone may hold different views on this, but in general accommodations with scheduling can be one of the biggest sources of happiness. There are boundaries we must adhere to, but also remember that
people have real life situations to deal with and the more flexible you can be, the happier your staff will be AND be willing to step up when you need them.

- **Trust**- Sometimes this means trusting people to do the task you give them, even if the outcome or product is not exactly how you would do it. You can’t give people responsibly without the appropriate authority.

- **Kindness**- We can all be a bit more kind hearted. Feeling types might find this easier than some. If you struggle with this notion, ask people “how can I help” if you see they are struggling.

- **Honesty**- When something important needs to be said, just get to it. Postponing any talks about important matters does two things. It drives you crazy, and keeps the person in the same spot they were already in.

- **Authenticity**- People are intuitive. They know when someone is being themselves. So bring your real self to work. This means you might occasionally get upset, or flustered, or tongue tied, or any number of things. Maybe you are a funny person. Whatever it is, don’t feel like you have to wear a manager mask.

- **Contributions**- Employees want to feel needed, important, and challenged

- **Recognition**- Find out how they prefer to receive accolades. Some may want the entire building to know, while others prefer to receive praise in private.

- **Humor**- Find ways to insert humor into you and your staff’s day. It makes for a happier, more engaged staff.

We talked about what employees are looking for, so what can the manager do?

**Overarching qualities of great leader**

- **Respectful**- the leader sets the tone that everyone is worthy

- **Vulnerable** - Be aware of shortcomings, apologize when needed, ask for help

- **Humility**- value others unique contributions

- **Empathetic**- listen; be aware of situations affecting employees; whether personal or workplace; ask how you can help; make adjustments when possible

**Practical Applications**

- Provide clear expectations: responsibility + authority = clarity.

- Mentor - leaders should help good people meet their goals and rise within the organization

- Explain the reasoning behind decisions

- Use people’s talents - no one person has the same skill set, so don’t avoid working with low performers
• Stand up for your employees
• Make room for all to achieve
• Hold people accountable
• Teamwork
• Provide challenges
• Delegate!!! It's worth the investment
• Straight talk
• Check in often
• Follow up on problems
• Involve staff in decisions when able
• Take dull meetings and make them better
• Active listening- sometimes you don't have to always fix something. You just need to listen.
• Combat Workplace mobbing - this is when employees target a co-worker and engage in an ongoing campaign of disrespectful, and even hostile, behavior
• Do not take things personally
• Don't send that first email draft when you are upset, wait one day
• Foster creativity - science says its good for our brains.
• Fresh eyes - others can see things that those too close or familiar with cannot
• Hospitality - Create a group of employees that are willing to put together positive activities for staff

Communication

No leadership workshop is complete without talking about communication. It’s important to find out how people prefer to communicate and additionally how they process information.

Information processing and communication go hand in hand. I was at a meeting recently when someone said, if you don’t have anything to contribute, leave. Well, I know for a fact that a lot of smart people with great ideas need time to process. ALWAYS provide alternative ways for people to contribute.

Along with that we have to give people feedback, ask important questions, and get to the root of any issues. Meeting with each other and learning how to communicate will help you run more effective meetings.

And when it comes to meetings, and general conversations as well, here are some key concepts from the Roger Schwarz’s Facilitative Leadership training.
• **State views and ask genuine questions.** This enables the team to shift from monologues and arguments to a conversation in which members can understand everyone’s point of view and be curious about the differences in their views.

• **Share all relevant information.** This enables the team to develop a comprehensive, common set of information with which to solve problems and make decisions.

• **Use specific examples and agree on what important words mean.** This ensures that all team members are using the same words to mean the same thing.

• **Explain reasoning and intent.** This enables members to understand how others reached their conclusions and see where team members’ reasoning differs.

• **Focus on interests, not positions.** By moving from arguing about solutions to identifying needs that must be met in order to solve a problem, you reduce unproductive conflict and increase your ability to develop solutions that the full team is committed to.

• **Test assumptions and inferences.** This ensures that the team is making decisions with valid information rather than with members’ private stories about what other team members believe and what their motives are.

• **Jointly design next steps.** This ensures that everyone is committed to moving forward together as a team.

• **Discuss undiscussable issues.** This ensures that the team addresses the important but undiscussed issues that are hindering its results and that can only be resolved in a team meeting.
Recommended Sources

Books

- **It's the Manager**: Gallup finds the quality of managers and team leaders is the single biggest factor in your organization's long-term success by Jim Clifton and Jim Harter
- **Dare to Lead** by Brene Brown
- **The Skilled Facilitator**: A Comprehensive Resource for Consultants, Facilitators, Managers, Trainers, and Coaches by Roger Schwarz
- **Leaders Eat Last**: Why Some Teams Pull Together and Others Don't by Simon Sinek

Articles

- **Active Listening** - https://www.mindtools.com/CommSkll/ActiveListening.htm

Videos

- **Rebuilding Trust** - Ted Talk by Frances Frei
- **Brené Brown on Empathy**
  https://youtu.be/1Evwgu369Jw
- **How to Engage Your Team**
  https://youtu.be/lJA94smSkQg

Surveys

- **How Emotionally Intelligent Are you?**
  https://www.mindtools.com/pages/article/ei-quiz.htm
- **How good are your motivation skills?**
Websites

- Roger Schwarz Resources
  http://www.schwarzassociates.com/resources/articles/
- Brené Brown- Dare to Lead
  https://daretolead.brenebrown.com/

Apps
Pradius Personality Test
Emotional Intelligence - Best Education App
Action for Happiness
Make Me Better- Personality Development & Motivation
Bestify Me