



Faculty of
**Medical Leadership
and Management**

*Healthcare Starts
with
Happy Doctors*

Ilmo van der Löwe *Chief Science Officer*



iOpener Institute

for people & performance

1. Who: iOpener Institute

2. What: Happiness

3. What: Happiness at Work

4. How: Team Report for Healthcare

5. Why: Conclusions







I put **science** into







CAMBRIDGE PROSOCIALITY AND WELL-BEING LABORATORY



Alex Kogan

LAB DIRECTOR

Department of Psychology





CAMBRIDGE PROSOCIALITY AND WELL-BEING LABORATORY

- **Global structures**
Institutions, networks, culture



Alex Kogan

LAB DIRECTOR

Department of Psychology





CAMBRIDGE PROSOCIALITY AND WELL-BEING LABORATORY

- **Global structures**
Institutions, networks, culture
- **Psychology**
Positive emotions



Alex Kogan

LAB DIRECTOR

Department of Psychology





CAMBRIDGE PROSOCIALITY AND WELL-BEING LABORATORY

- **Global structures**
Institutions, networks, culture
- **Psychology**
Positive emotions
- **Biology**
Genetics, psychophysiology



Alex Kogan

LAB DIRECTOR

Department of Psychology





YALE POSITIVE EMOTION & PSYCHOPATHOLOGY LABORATORY



June Gruber

LAB DIRECTOR

Department of Psychology





YALE POSITIVE EMOTION & PSYCHOPATHOLOGY LABORATORY

- **Mental health**
Bipolar disorder, mania



June Gruber

LAB DIRECTOR

Department of Psychology





YALE POSITIVE EMOTION & PSYCHOPATHOLOGY LABORATORY

- **Mental health**
Bipolar disorder, mania
- **Positive emotions**
Psychophysiology



June Gruber

LAB DIRECTOR

Department of Psychology





YALE POSITIVE EMOTION & PSYCHOPATHOLOGY LABORATORY

- **Mental health**
Bipolar disorder, mania
- **Positive emotions**
Psychophysiology
- **Adaptive mechanisms**
Mindfulness



June Gruber

LAB DIRECTOR

Department of Psychology



What is happiness?



satisfaction
joy euphoria
amusement
gratification
triumph

Algoe & Haidt, 2009



Seligman, 2011

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- **P**leasure

Seligman, 2011

- **P**leasure
- **E**ngagement

Seligman, 2011

- **P**leasure
- **E**ngagement
- **R**elationships

Seligman, 2011

- **P**leasure
- **E**ngagement
- **R**elationships
- **M**eaning

Seligman, 2011

- **P**leasure
- **E**ngagement
- **R**elationships
- **M**eaning
- **A**ccomplishments

Seligman, 2011

life of enjoyment







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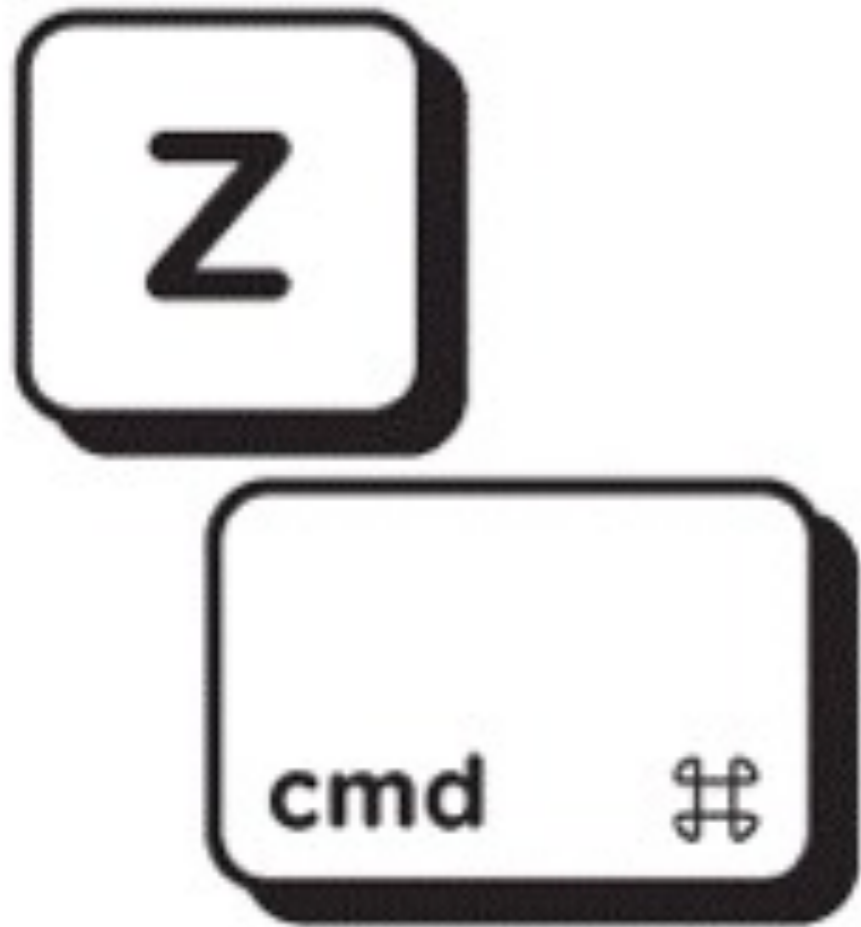
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More broadly: positive emotion



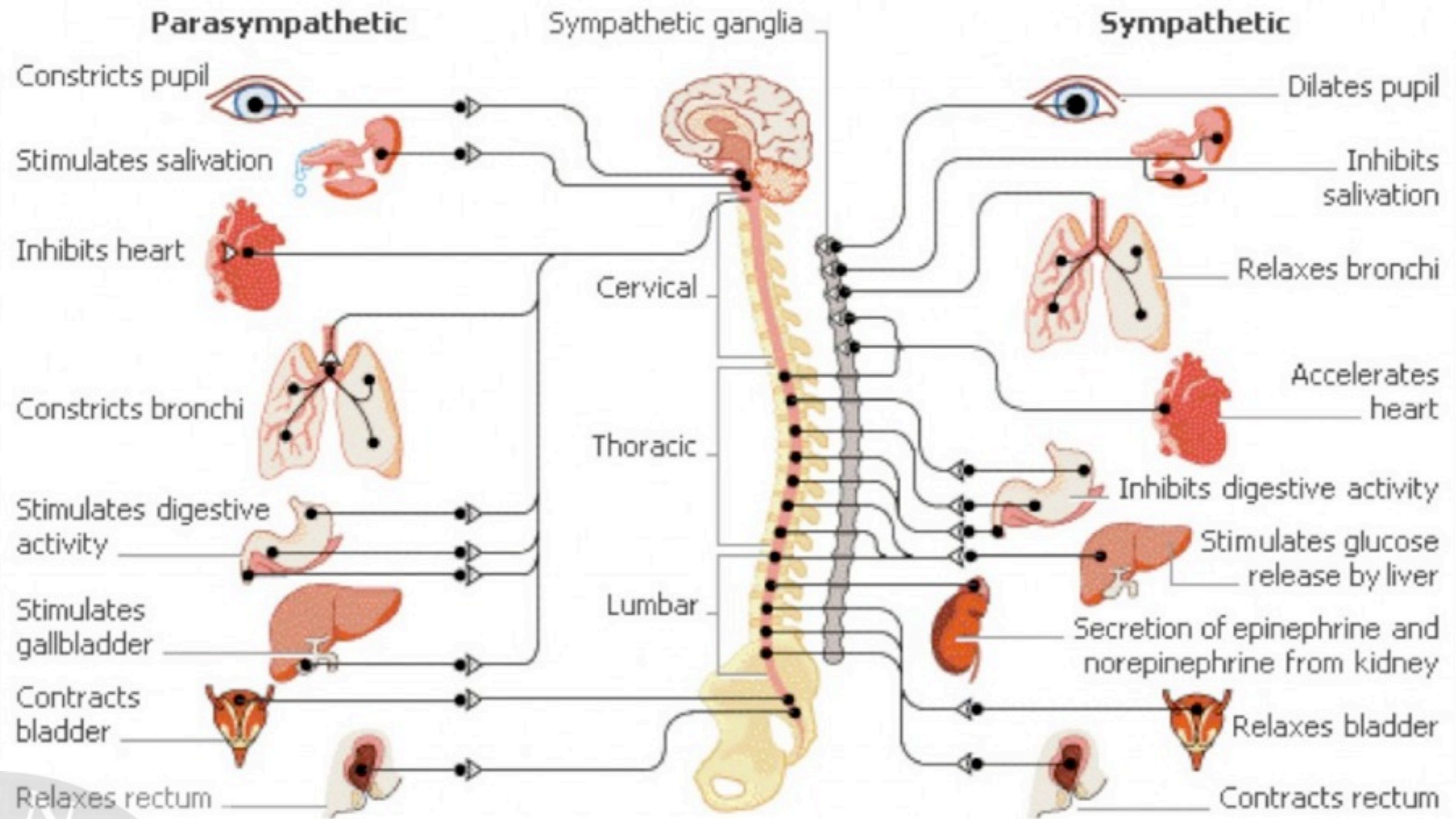


Positive emotions
UNDO
effects of stress

Fredrickson, Mancuso, Branigan, & Tugade, 2000

tend-and-befriend

~~fight or flight~~



life of engagement





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life of affiliation



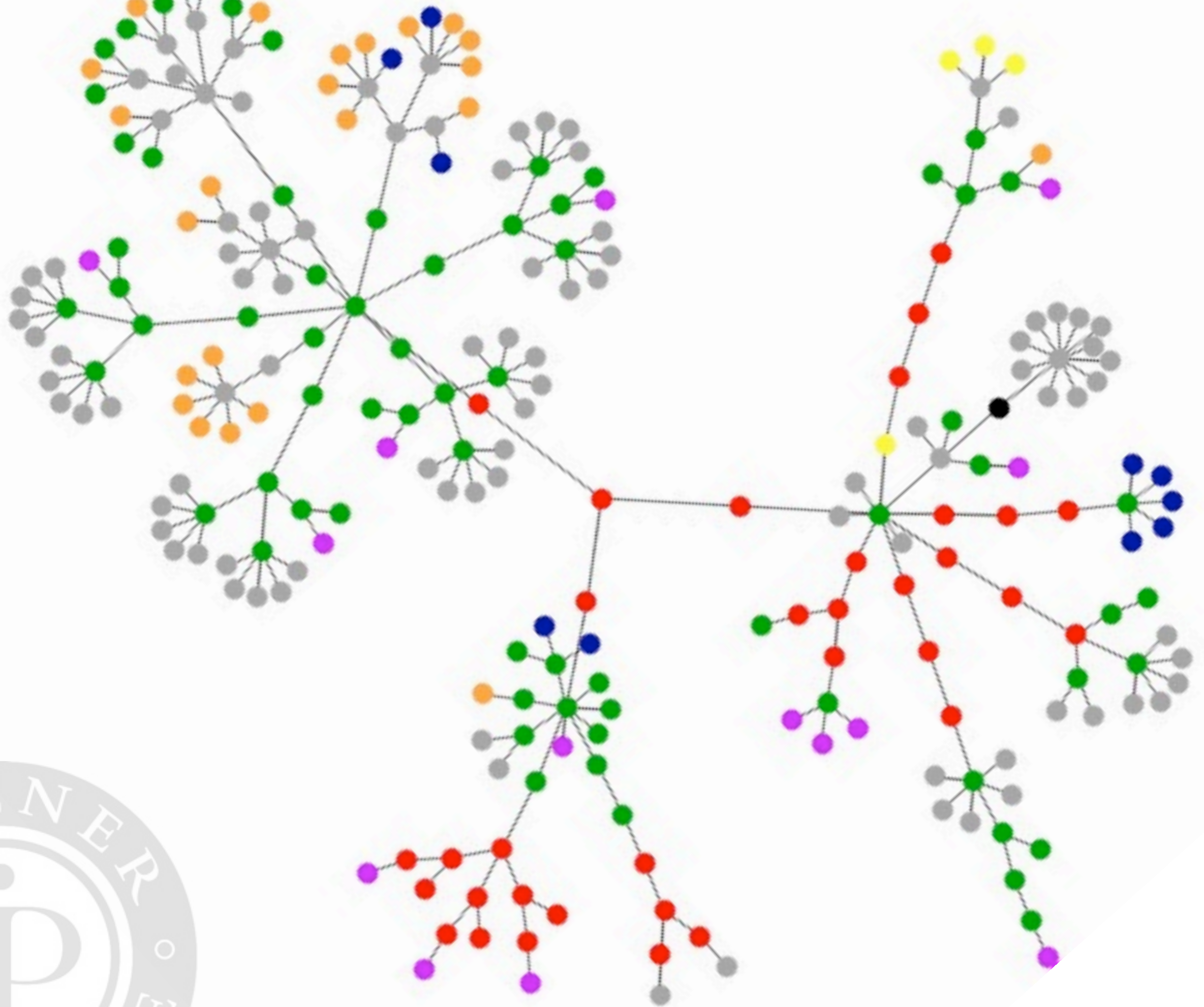


John T. Cacioppo

PROFESSOR

University of Chicago

"Loneliness can **kill** you"



life of meaning

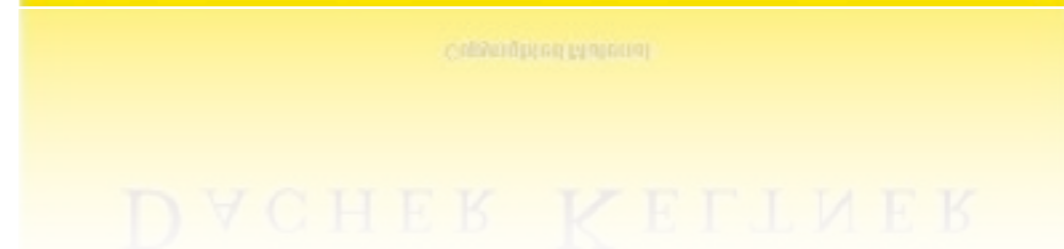
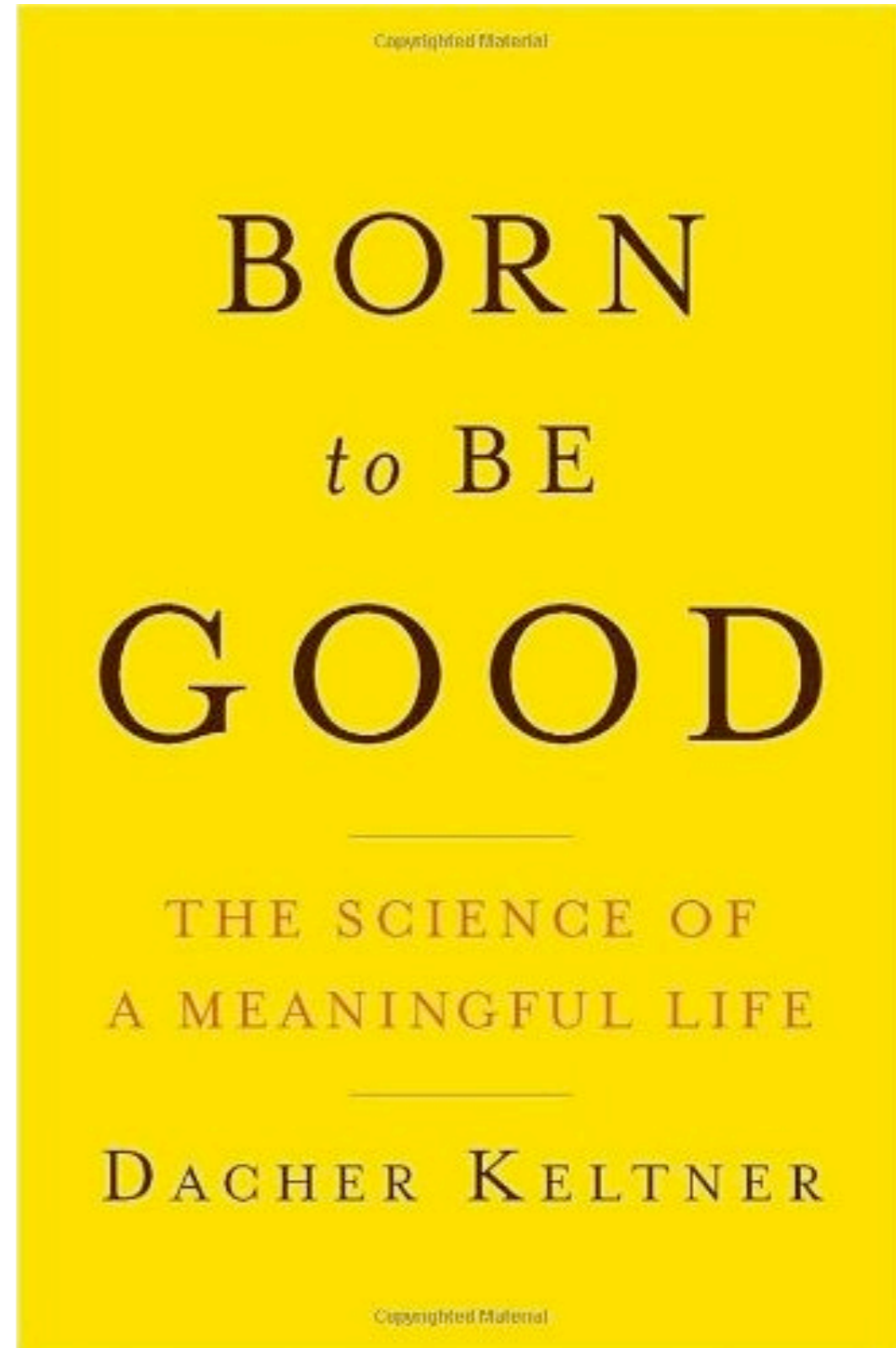


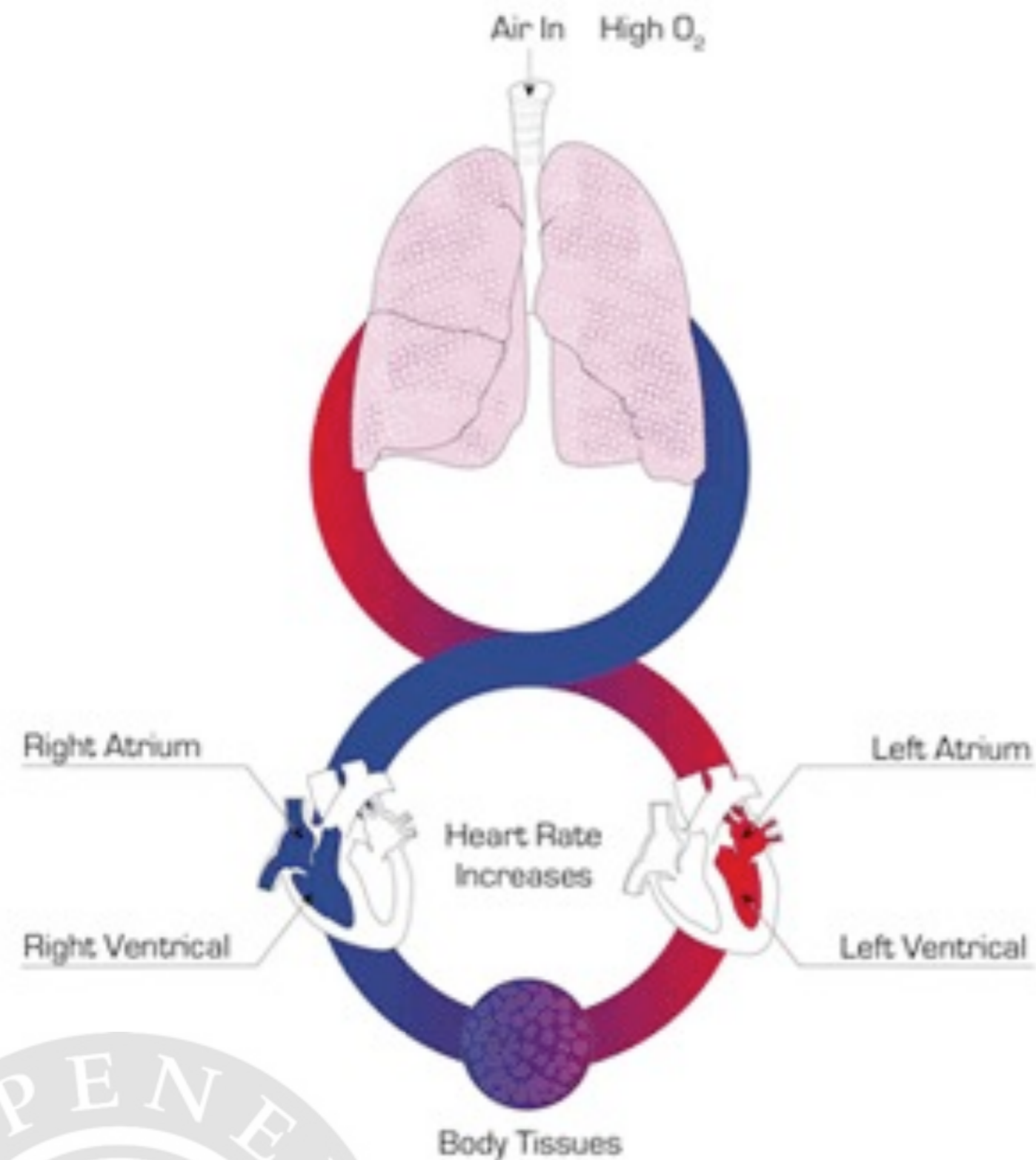


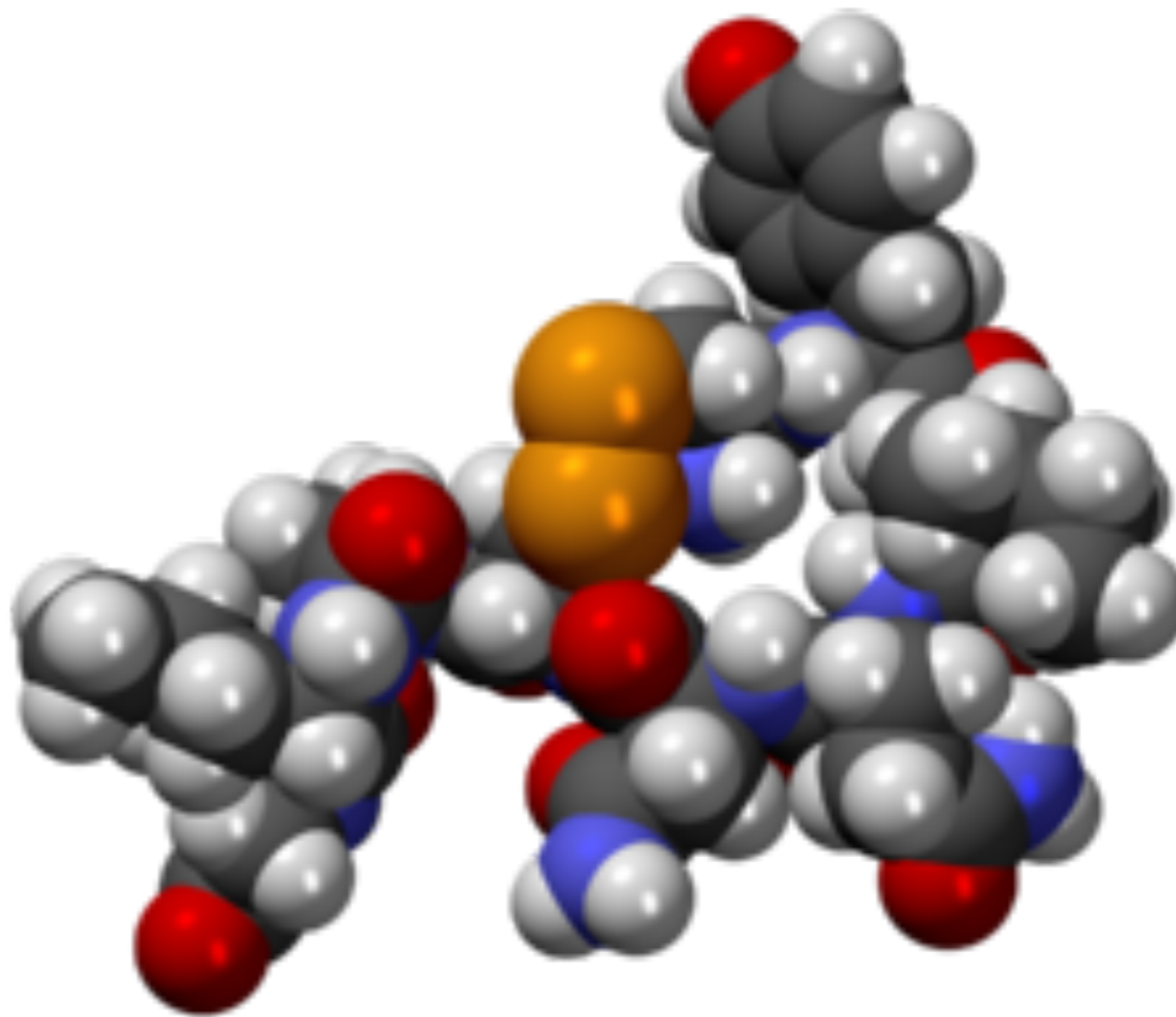
Dacher Keltner

PROFESSOR

University of California, Berkeley









Jonathan Haidt

PROFESSOR

NYU Stern School of Business

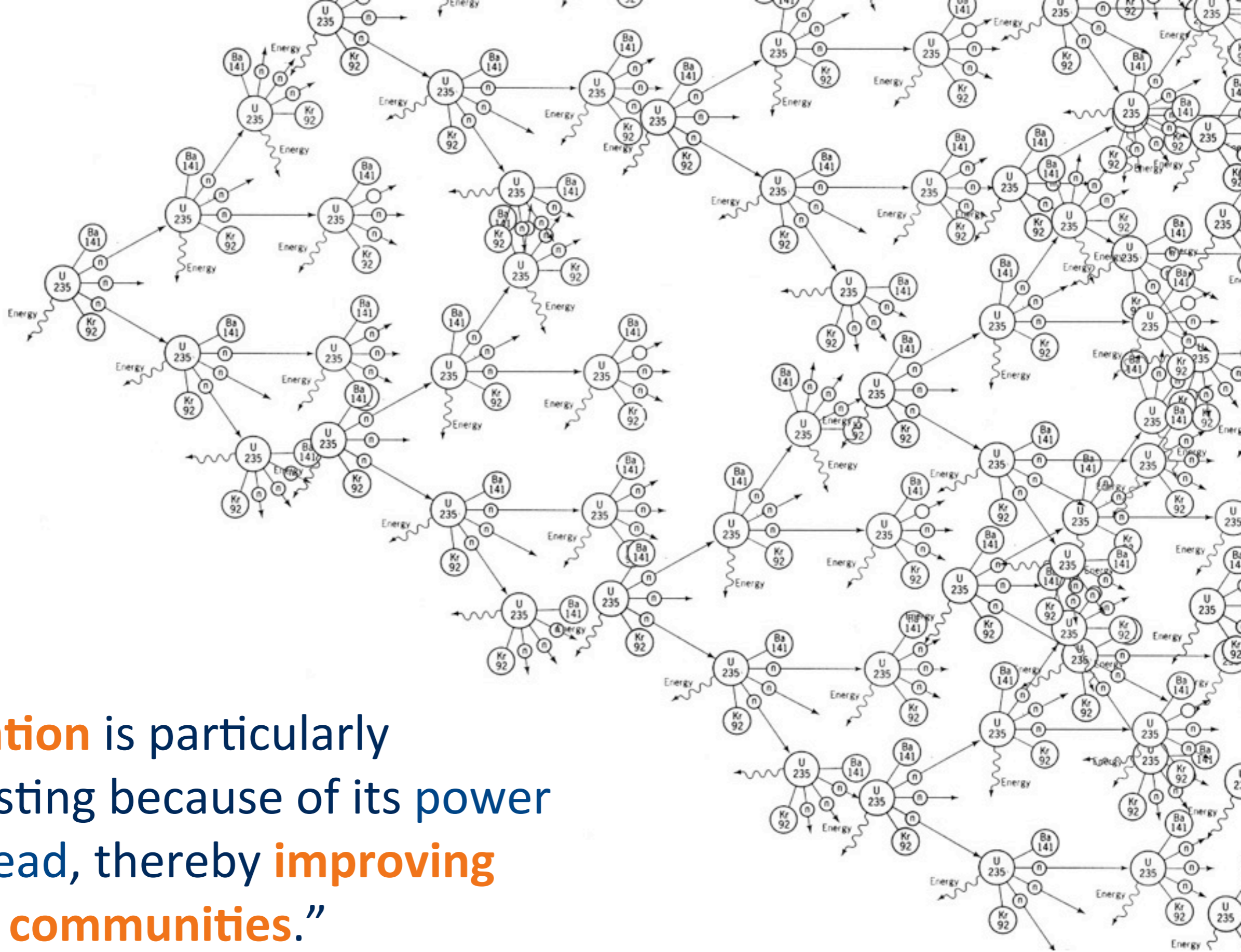
gratitude
compassion

elevation

a reaction to moral beauty

gratitude

shame



life of achievement



What does
achievement
mean to **you**?





What is **happiness** at **work**?



2. The Performance-Happiness Model



Happiness at Work is a **mindset** which enables **action** to **maximize performance** and **achieve potential**.

This is about developing and using personal and team resources.





"Evidence reveals that
happy workers enjoy
multiple advantages over
their less happy peers"

Sonja Lyubomirsky

PROFESSOR

University of California, Riverside

iPPQ Team Report for Healthcare Employees

Responses:	641
Age range:	21 - 60
Hours per week:	58.5



Purpose

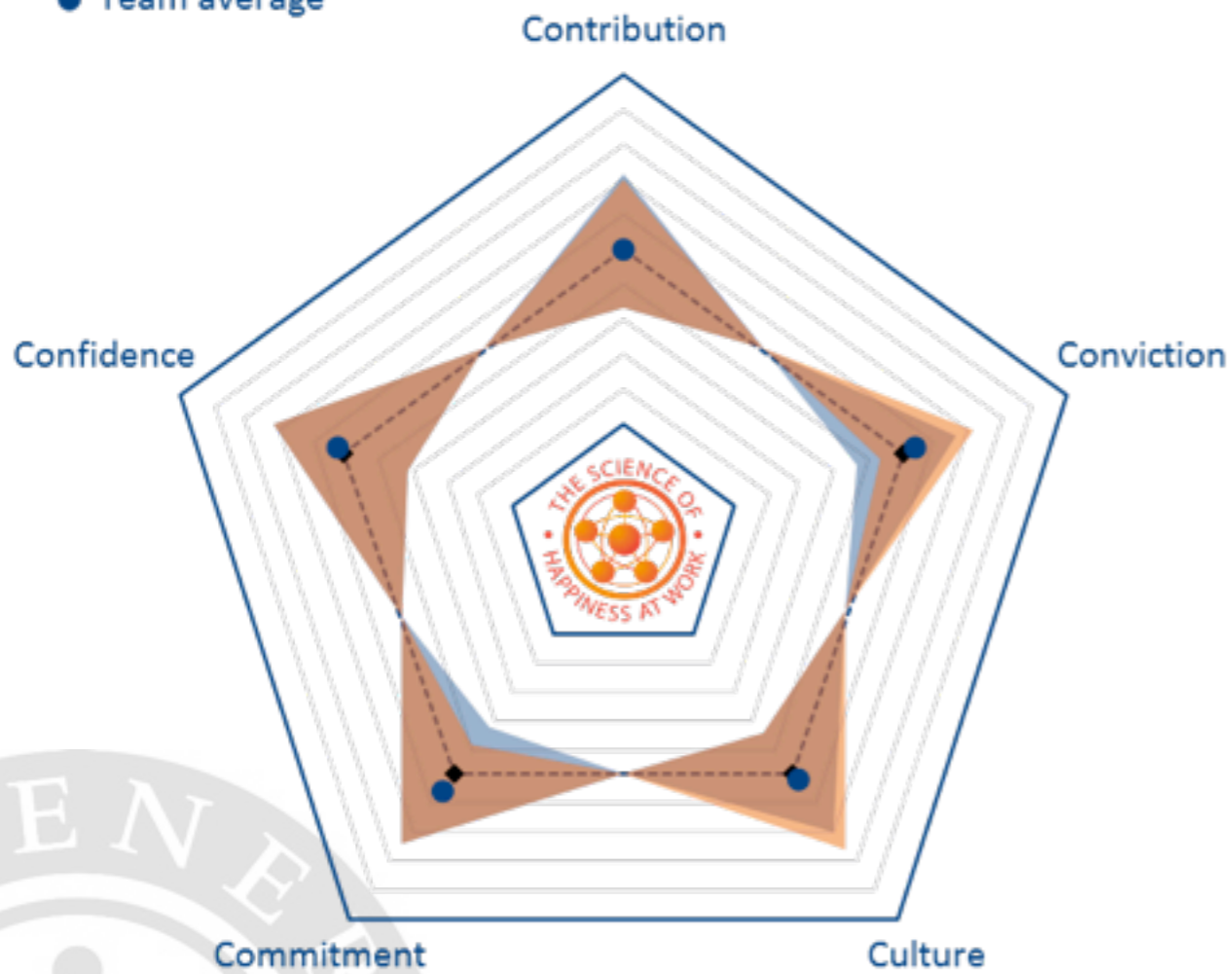


- Assess this team's **performance** through the lens of **Happiness at Work** and the factors that affect it
- **Compare and contrast this team with** the iPPQ database.
- **Understand key factors** which affect the delegates' performance and Happiness at Work
- Think about how to leverage needs to **boost overall performance**
- Offer **practical insights**

Key findings



- Baseline middle 50%
- Team middle 50%
- ◆ Baseline average
- Team average



Contribution



Conviction



Culture



Commitment



Confidence



Key findings



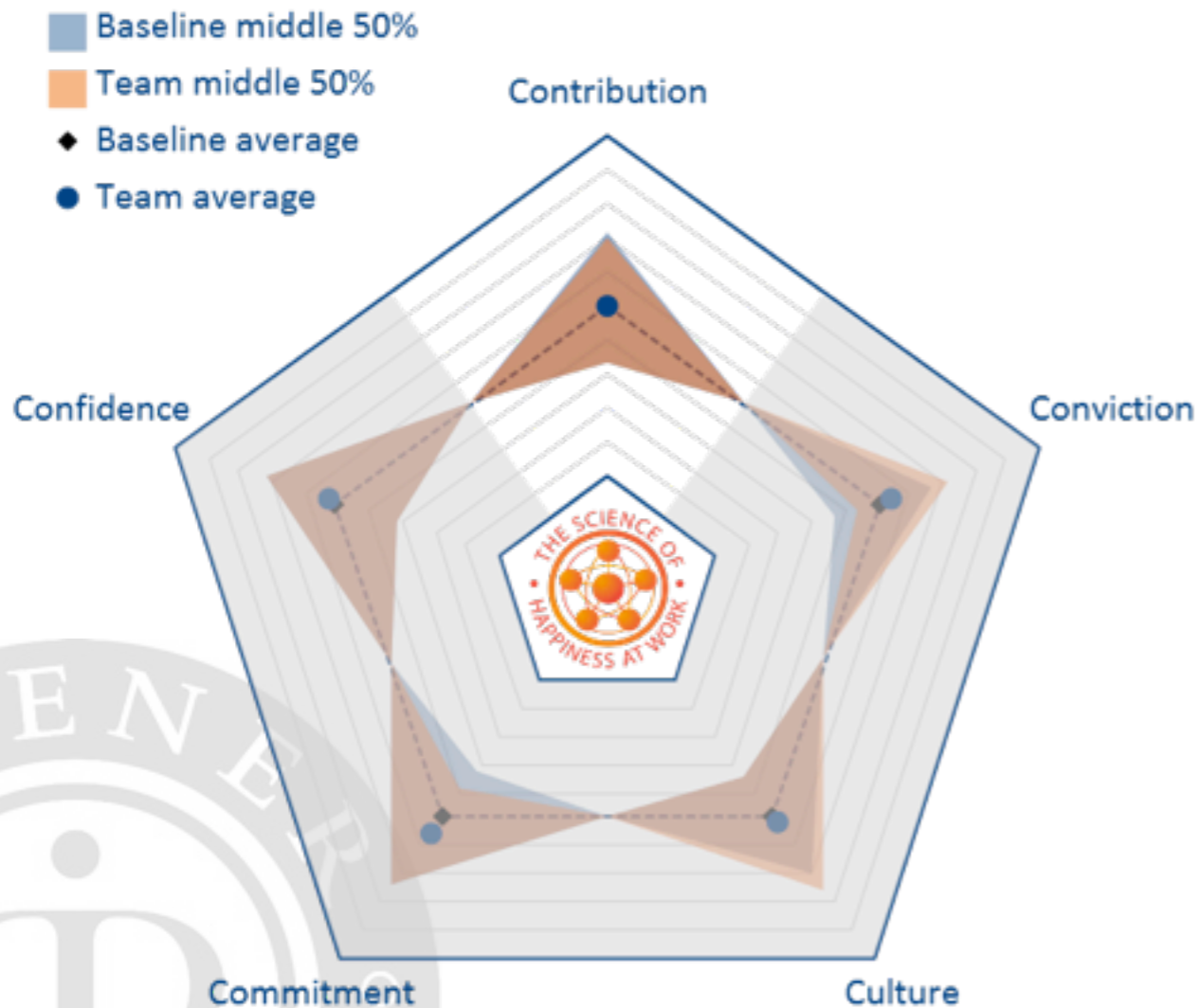
- In terms of happiness at work, healthcare represents the middle of the road in many ways
- Key differences emerge in the **meaning** and **impact** of healthcare work



4. The 5Cs



Contribution is the effort the team makes



Achieving goals



Raising issues



Feeling secure



Being listened to



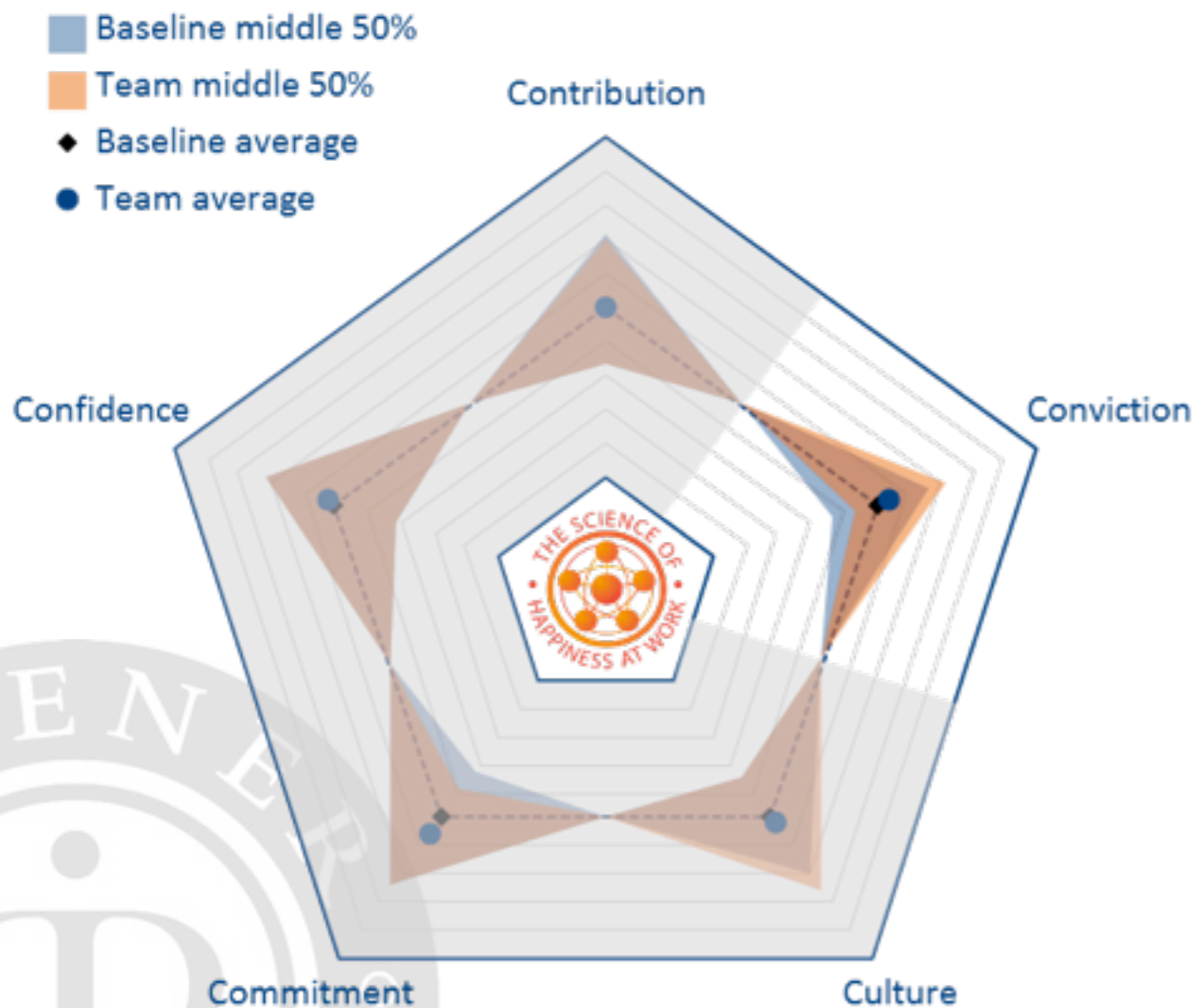
Positive feedback



4. The 5Cs



Conviction is short-term motivation



Feeling motivated



Feeling efficient



Feeling effective



Feeling resilient



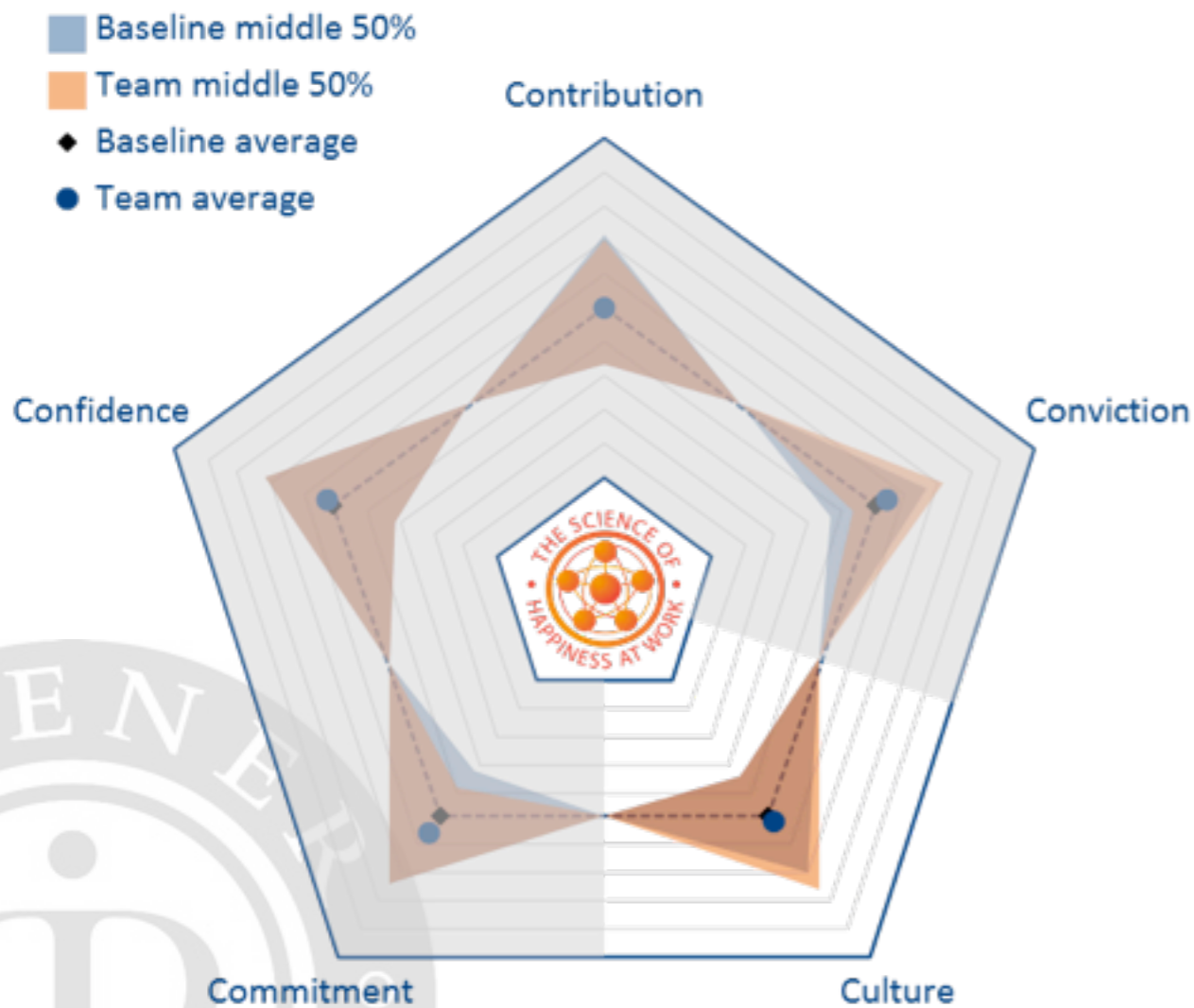
Positive impact



4. The 5Cs



Culture is the feeling of fit at work



Love your job



Like colleagues



Appreciate org values



Fair culture



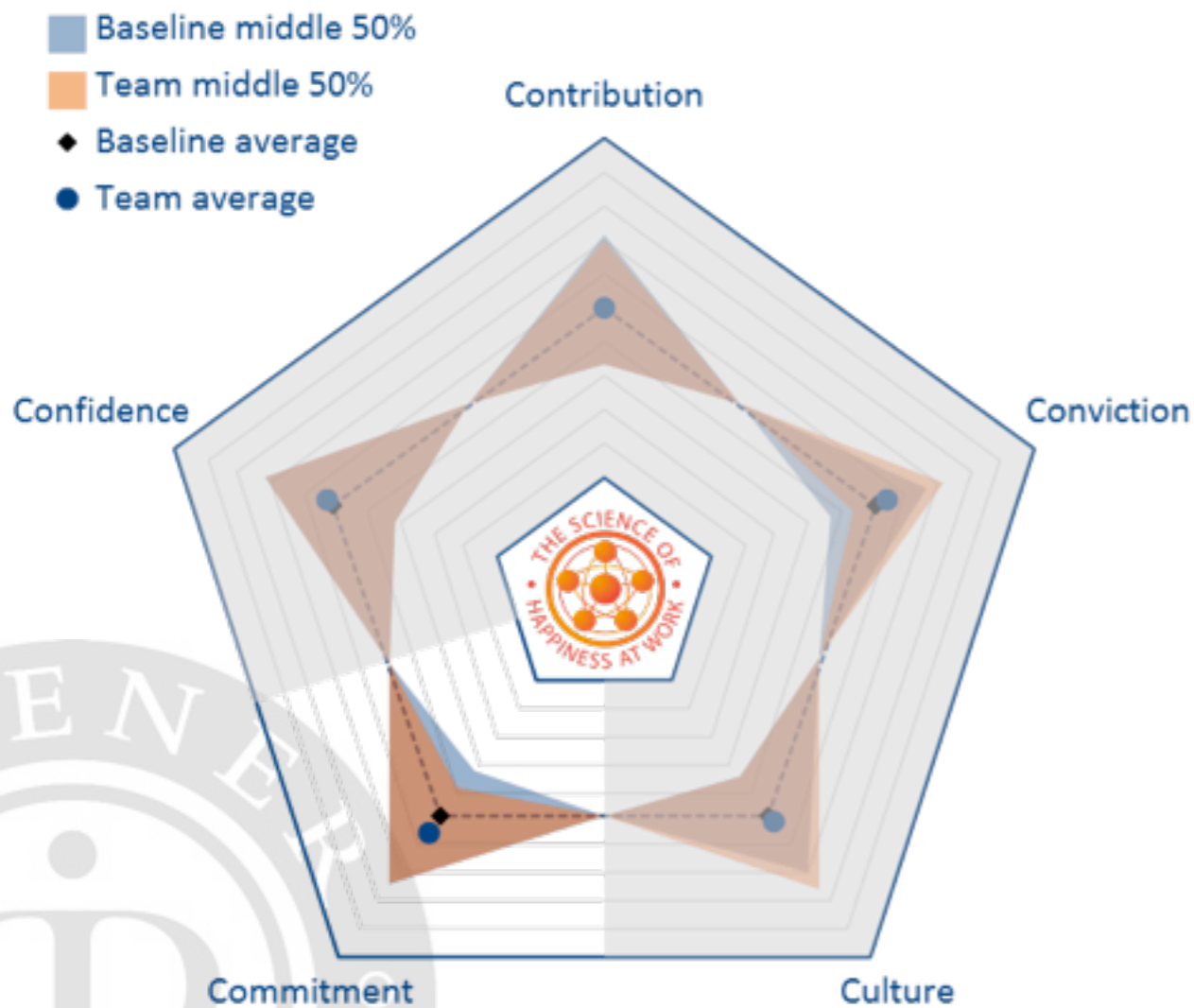
Control over activities



4. The 5Cs



Commitment is long-term engagement



Something worthwhile



Positive emotions



Trust vision of leaders



Interested in job



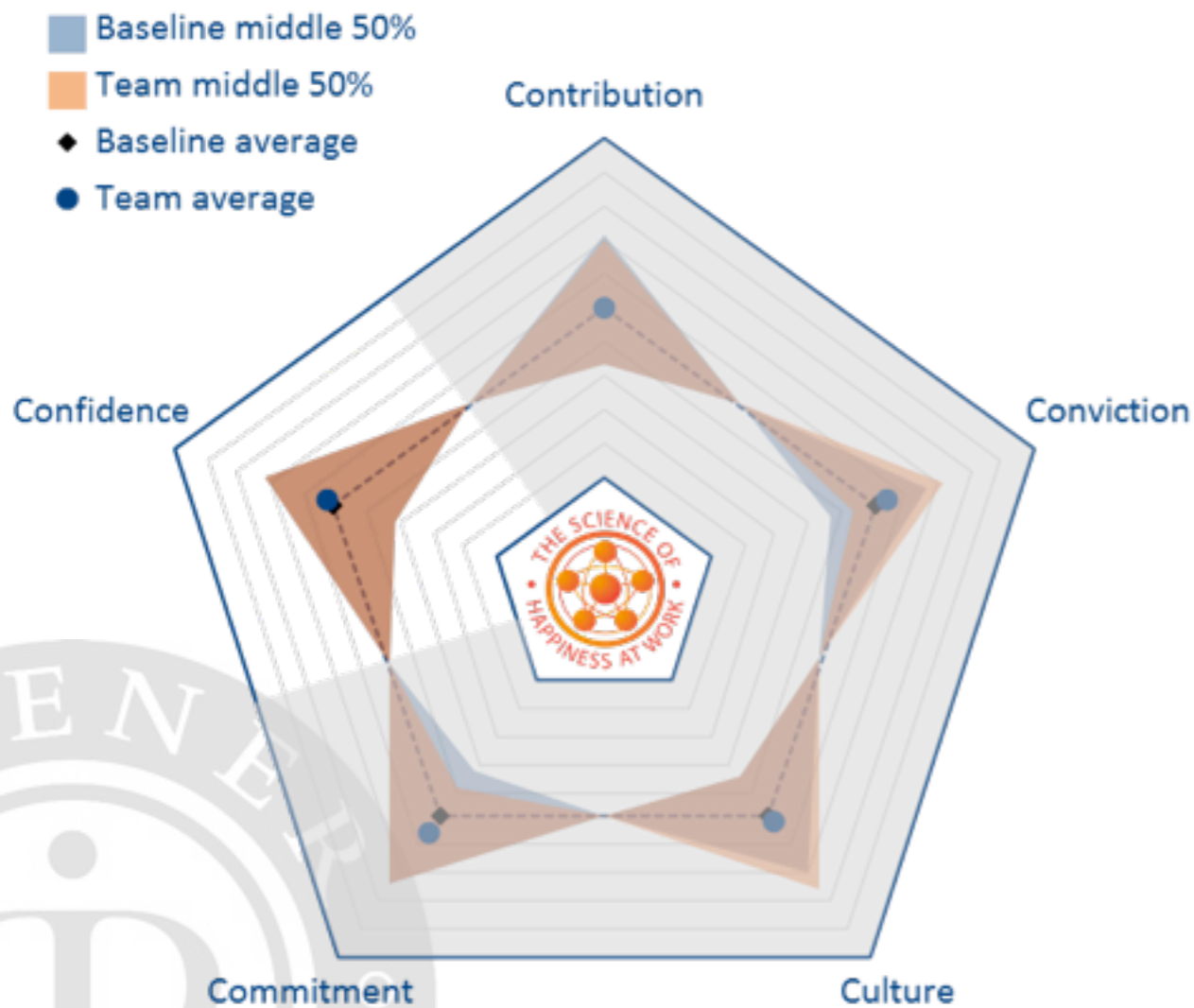
Colleagues' respect



4. The 5Cs



Confidence is the belief in abilities



Getting things done



Self-belief



Job fits expectations



Job fits career plan



Recommend to friend

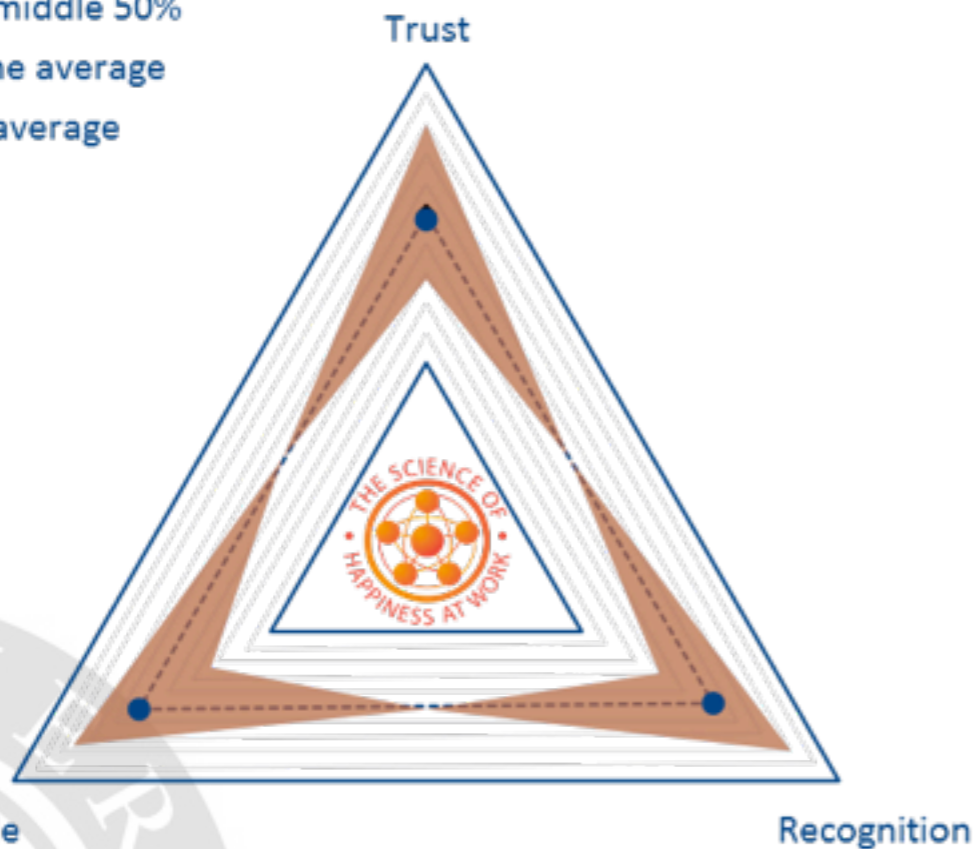




5. Trust, Recognition and Pride

Trust and **Pride** in the organization,
and **Recognition** received for achievements

- Baseline middle 50%
- Team middle 50%
- ◆ Baseline average
- Team average



Trust



Recognition



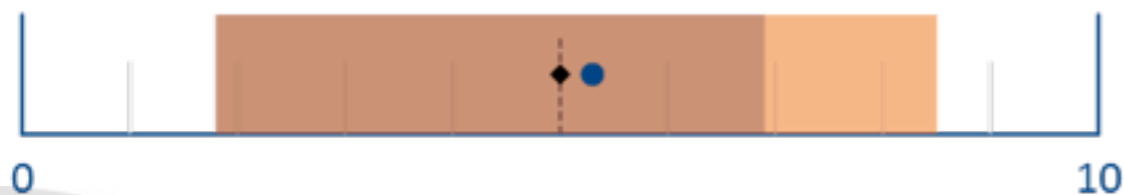
Pride



6. Achieving your potential

Building **Happiness at Work** creates feelings of **achieving your potential**

- Baseline middle 50%
- Team middle 50%
- ◆ Baseline average
- Team average



Feeling energized



Using your strengths



Using your skills



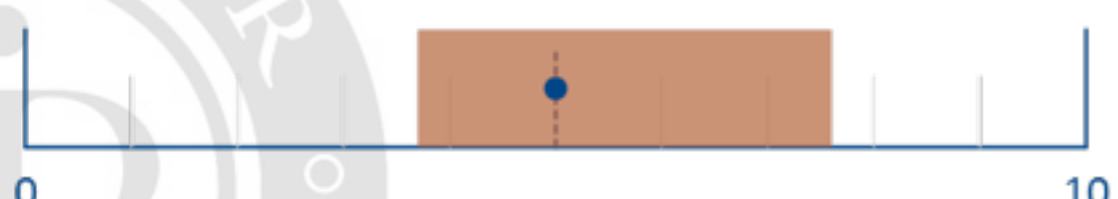
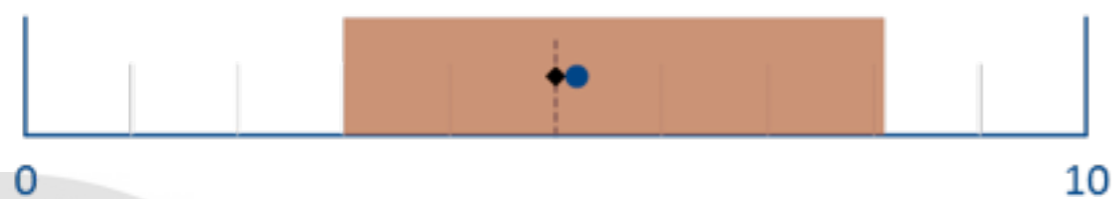
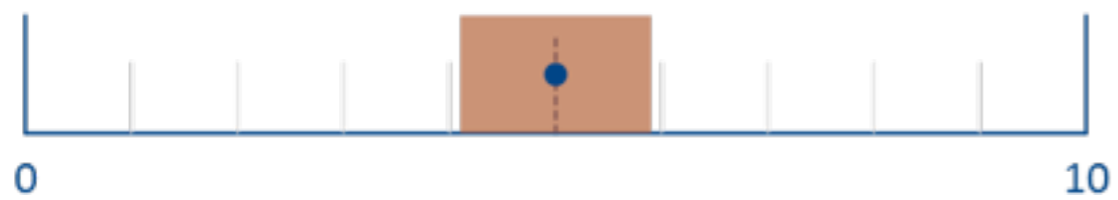
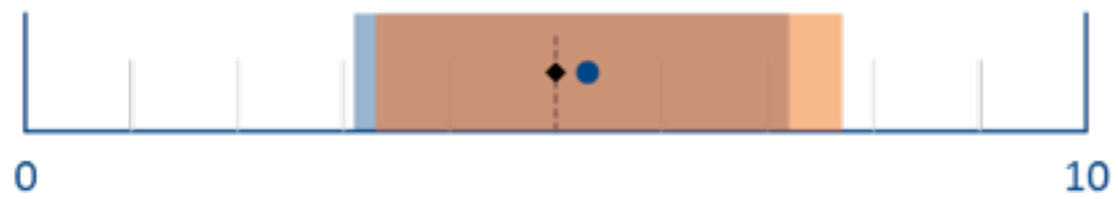
Successful in career



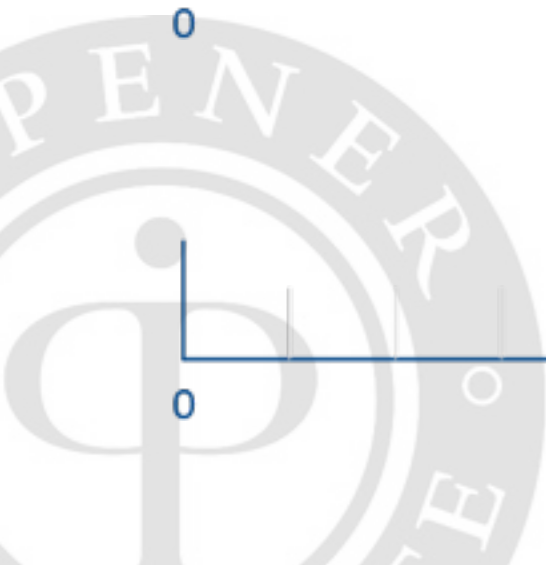
Overcoming challenges



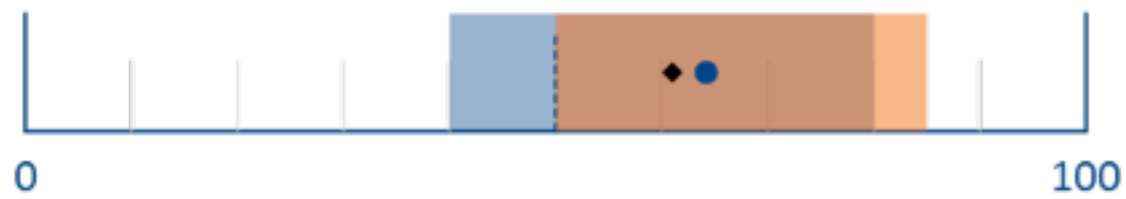
6. Comparison and outcome scales



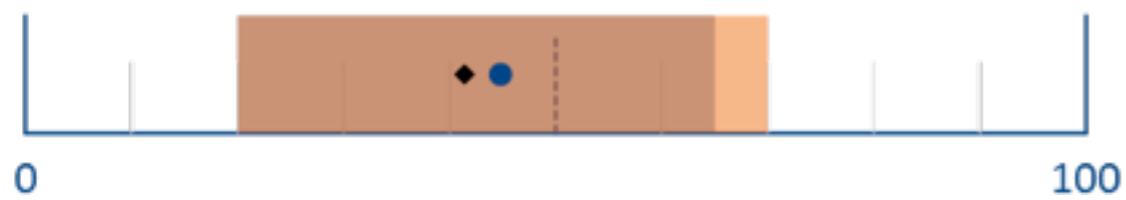
Happiness at Work	
General happiness	
Job satisfaction	
Life satisfaction	



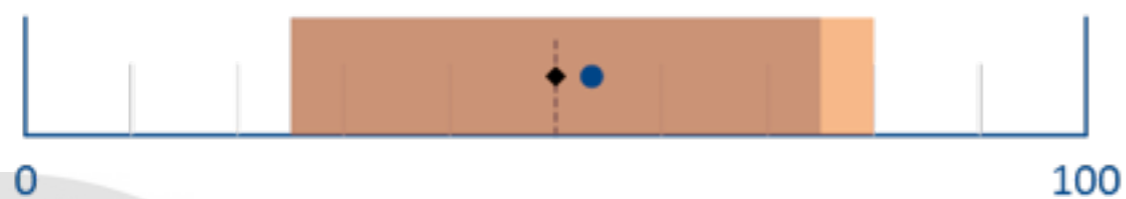
6. Comparison and outcome scales



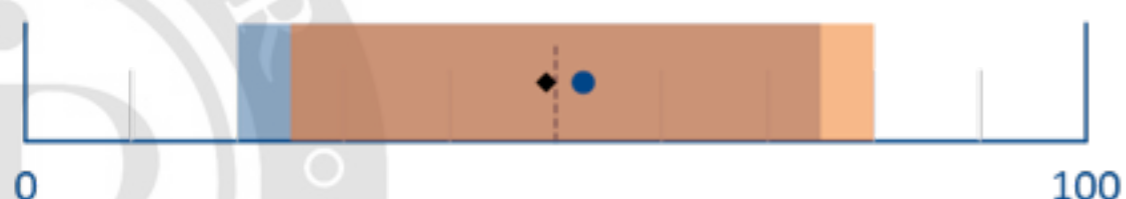
% Time on task



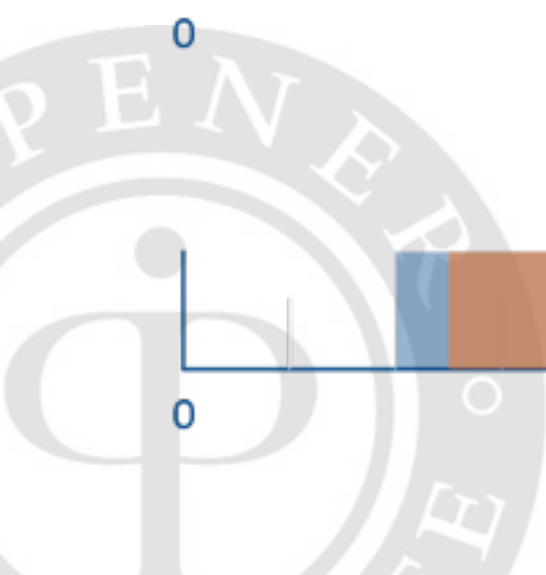
% Time happy



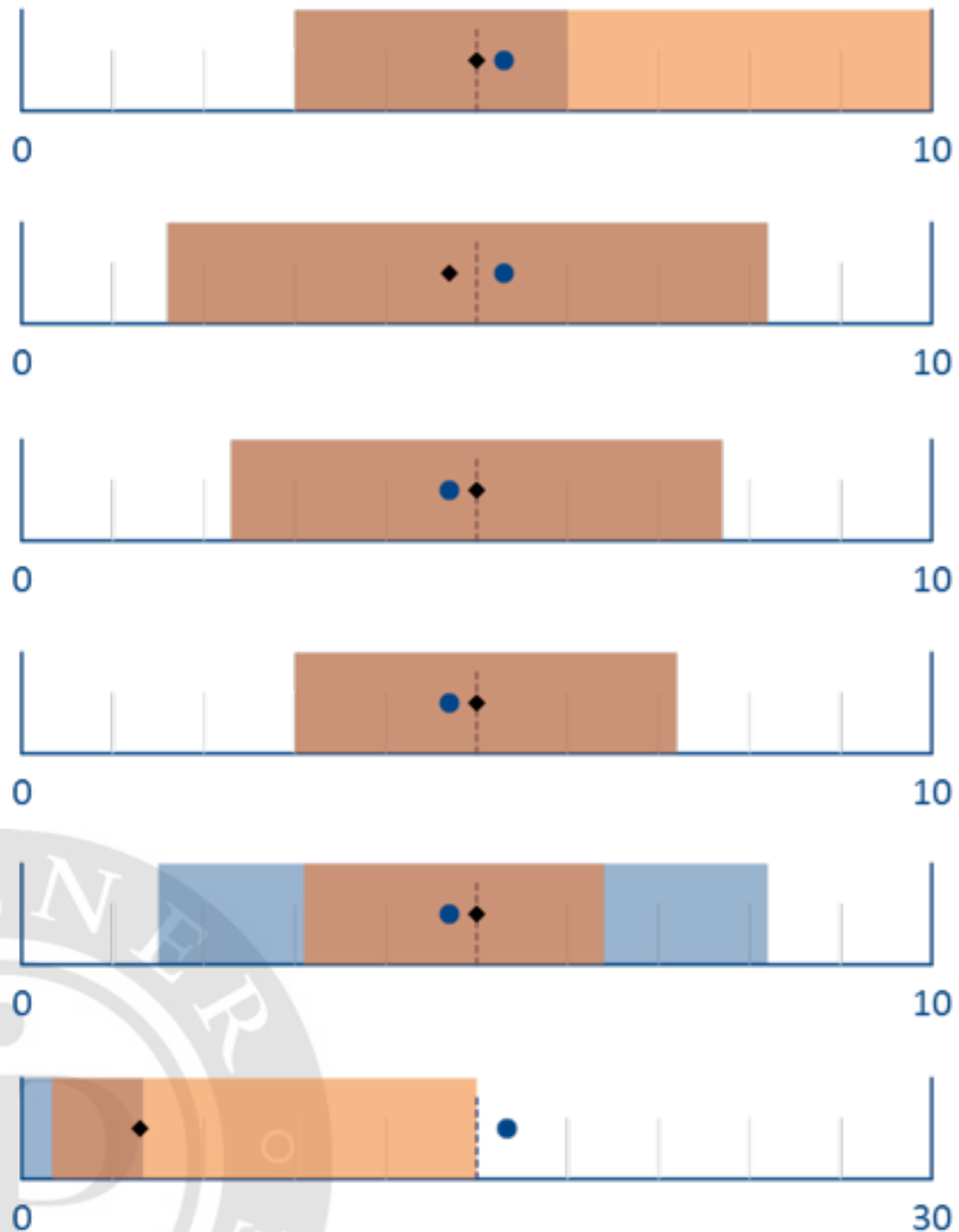
% Time engaged



% Of work tasks loved



6. Comparison and outcome scales



Going out of way to help



Intent to stay



Like physical environment



Do things better than others



Importance of pay



Sick days per year



7. What great leadership means to this team



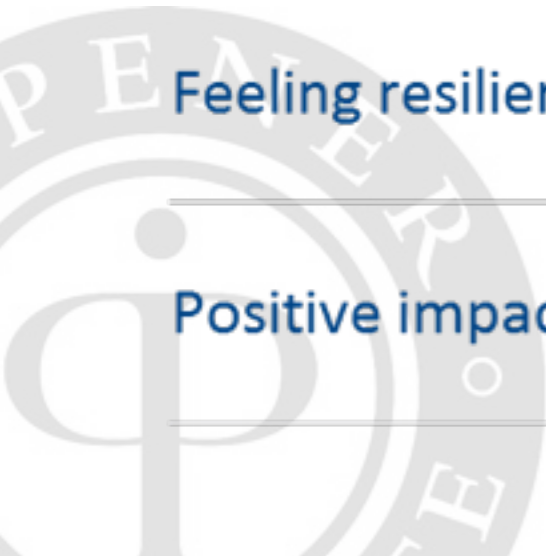
Response frequencies



Distribution of respondent scores

Conviction

	lowest	lower	middle	higher	highest
Feeling motivated	149	72	0	129	283
Feeling efficient	106	107	196	0	209
Feeling effective	95	193	0	275	71
Feeling resilient	74	61	163	218	113
Positive impact	71	47	82	152	281



Response frequencies



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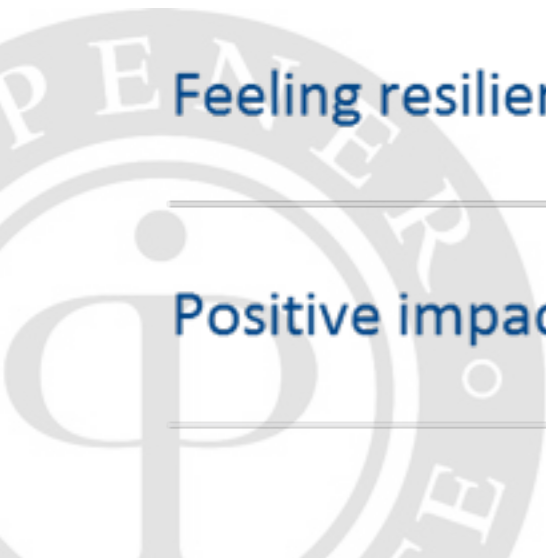
Response frequencies



Distribution of respondent scores

Conviction

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Response frequencies



Distribution of respondent scores

Culture

	lowest	lower	middle	higher	highest
Love your job	84	34	34	55	140
Like colleagues	162	0	151	252	68
Appreciate org. values	73	62	139	192	168
Fair culture	192	94	0	130	214
Control over activities	162	66	145	182	75



Response frequencies



Distribution of respondent scores

Culture

	lowest	lower	middle	higher	highest
Love your job	84	34	34	55	140
Like colleagues	162	0	151	252	68
Appreciate org. values	73	62	139	192	168
Fair culture	192	94	0	130	214
Control over activities	162	66	145	182	75





8. Conclusions

- Middle-of-the road average may hide **a division**
- There is lots of room for improvement
- Being happy at work **builds personal resources**
- Doctors with **increased resources** can deliver **better healthcare**



For a **happiness diagnosis** for
yourself, your team, or your
organization, **contact us.**

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