Unlocking Sustainable Success

Welcome to the 4th Australian POS Community Of Practice Webinar
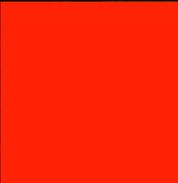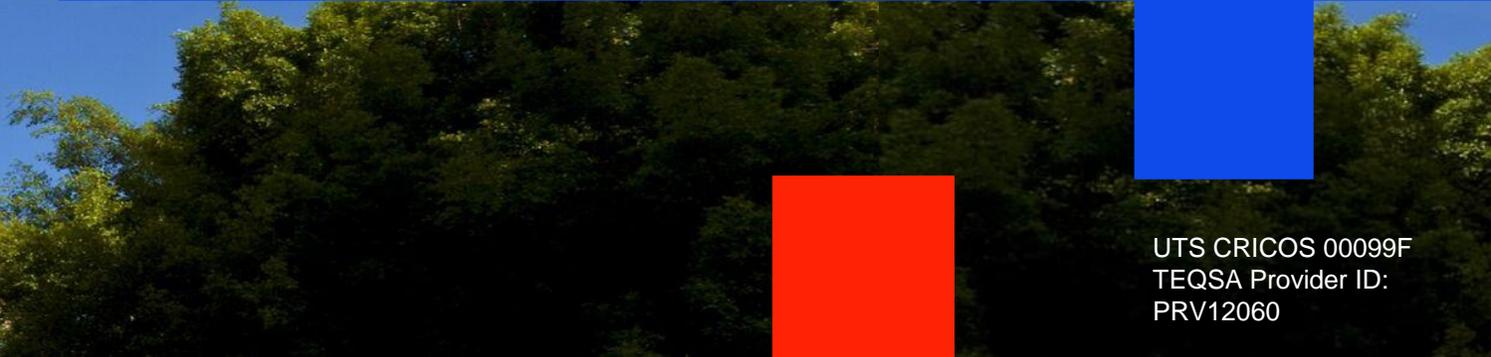
Teaching and learning approach:

Yindyamarra (Wiradjuri word)
– mutual respect, give honour, take responsibility

Acknowledgment of Country

UTS Business School respectfully acknowledges that we are located on the land of the Gadigal people of the Eora nation.

The Gadigal people have cared for their community, land and waters for thousands of generations, based on their deep knowledge of their country.

We pay our respects to their Ancestors, their Elders and acknowledge their ongoing status as the First Peoples of this land.
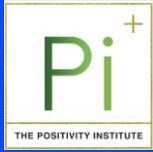
Purpose of POS CoP

- Where theory meets practice

- The Australian POS CoP came into being to support researchers, teachers and practitioners who are interested in fostering positive organising, through deliberative forums

- Together they form a **community of practice.**

Year	Event
1987	UN World Commission on Environment and Devt - Brundtland Report
1988	Intergovernmental Panel on Climate Change (IPCC)
1992	UN Framework Convention on Climate Change (UNFCC)
1999	Seattle WTO Demonstrations
2000	UN Global Compact
2000-2015	The UN Millennium Development Goals (MDGs)
2004	UN PRI Principles for Responsible Investment
2015	Sustainable Development Goals (SDGs) and Agenda 2030
2015	Paris Climate Agreement
2015	Converging sustainability reporting standards - GRI, IIRC, ISSB, EFRAG
2017	TCFD (Task Force on Climate-related Financial Disclosures)

Image: Melissa Edwards, Climate March, Sydney 2019

"*Sustainable development is the development that meets the needs of the present without compromising the ability of future generations to meet their own needs.*" *Brundtland Report 1987*

Intro to PP/POS

Positive Psychology

"The scientific study of the conditions and processes that lead to optimal human functioning"

Gable & Haidt, 2005

Positive Organisational Scholarship

Center for Positive Organisations, Uni of Michigan -
Ross School of Business -
https://positiveorgs.bus.umich.edu/

- The study and perspective of POS is committed to revealing and nurturing the highest level of human potential, and it strives to answer questions like: ***What makes employees feel like they're thriving? How can I bring my organization through difficult times stronger than before? What creates the positive energy a team needs to be successful?***
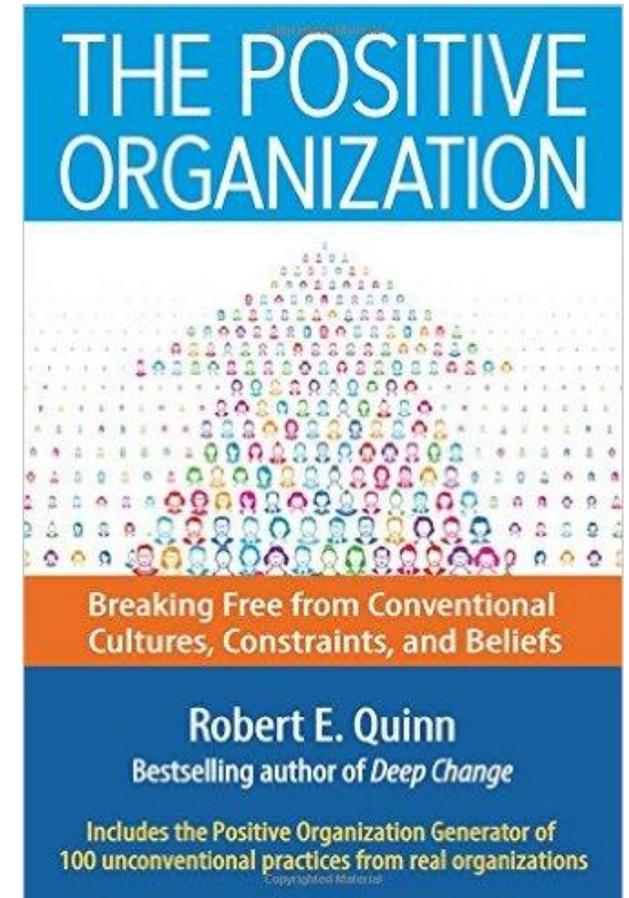
Buffering & Bolstering

Positive psychology in a pandemic: buffering, bolstering, and building mental health

Lea Waters , Sara B. Algoe , Jane Dutton , Robert Emmons , Barbara L. Fredrickson , Emily Heaphy , Judith T. Moskowitz , Kristin Neff , Ryan Niemiec , Cynthia Pury & Michael Steger

The current paper explores the role that positive psychology can play when life does *not* go right – in fact, when life goes very wrong.

frontiers | Frontiers in Psychology

Check for updates

Integrating positive psychology and spirituality in the context of climate change

Christian R. Bellehumeur*, Cynthia Bilodeau and Christopher Kam

School of Counselling, Psychotherapy and Spirituality, Faculty of Human Sciences, Saint Paul University, Ottawa, ON, Canada

Collective wellbeing and posttraumatic growth during COVID-19: how positive psychology can help families, schools, workplaces and marginalized communities

Lea Waters, Kim Cameron, S. Katherine Nelson-Coffey, Damien L. Crone, Margaret L. Kern, Tim Lomas, Lindsay Oades, Rhea L. Owens, James O. Pawelski, Tayyab Rashid, Meg A. Warren, Mathew A. White & Paige Williams

The Carrot & The Stick?

Thriving Organisations

Drucker (2002) suggests that thriving businesses move efficiently towards their goals and commit to continued growth and improvement.

From an organisational psychology perspective, **Spreitzer et al. (2005)** submit that thriving organisations offer their people opportunities to enhance meaning, learning and vitality.

HOW TO BE A POSITIVE LEADER

Insights from Leading Thinkers on Positive Organizations

Small Actions, Big Impact

Edited by Jane E. Dutton and Gretchen M. Spreitzer
Foreword by Shawn Achor, author of *The Happiness Advantage*
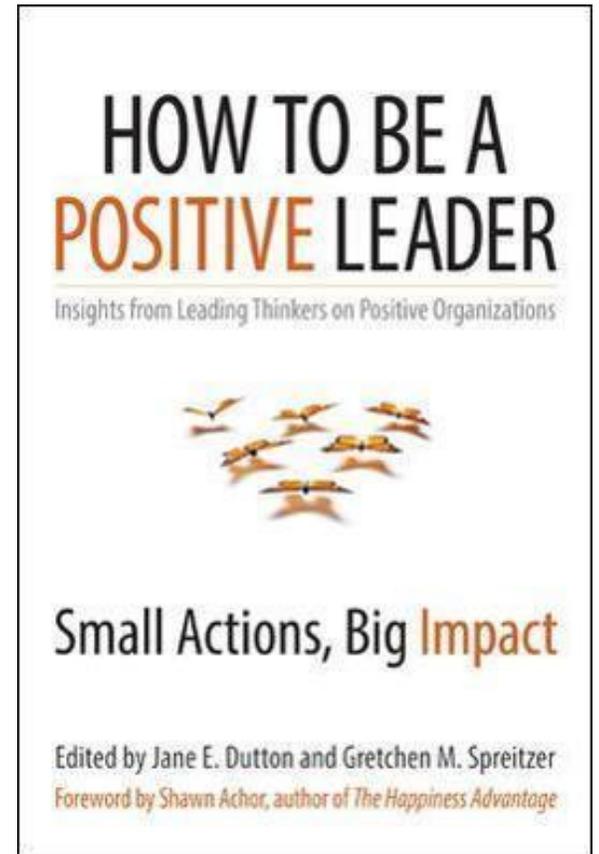
Wellbeing Engagement Framework

HIGH MENTAL
HEALTH / WELLBEING

COASTING   **FUNCTIONING**   FLOURISHING

LOW ENGAGEMENT / GOAL STRIVING   HIGH ENGAGEMENT / GOAL STRIVING

DISTRESSED &   LANGUISHING   DISTRESSED &
DISENGAGED   FUNCTIONAL

LOW MENTAL
HEALTH / WELLBEING
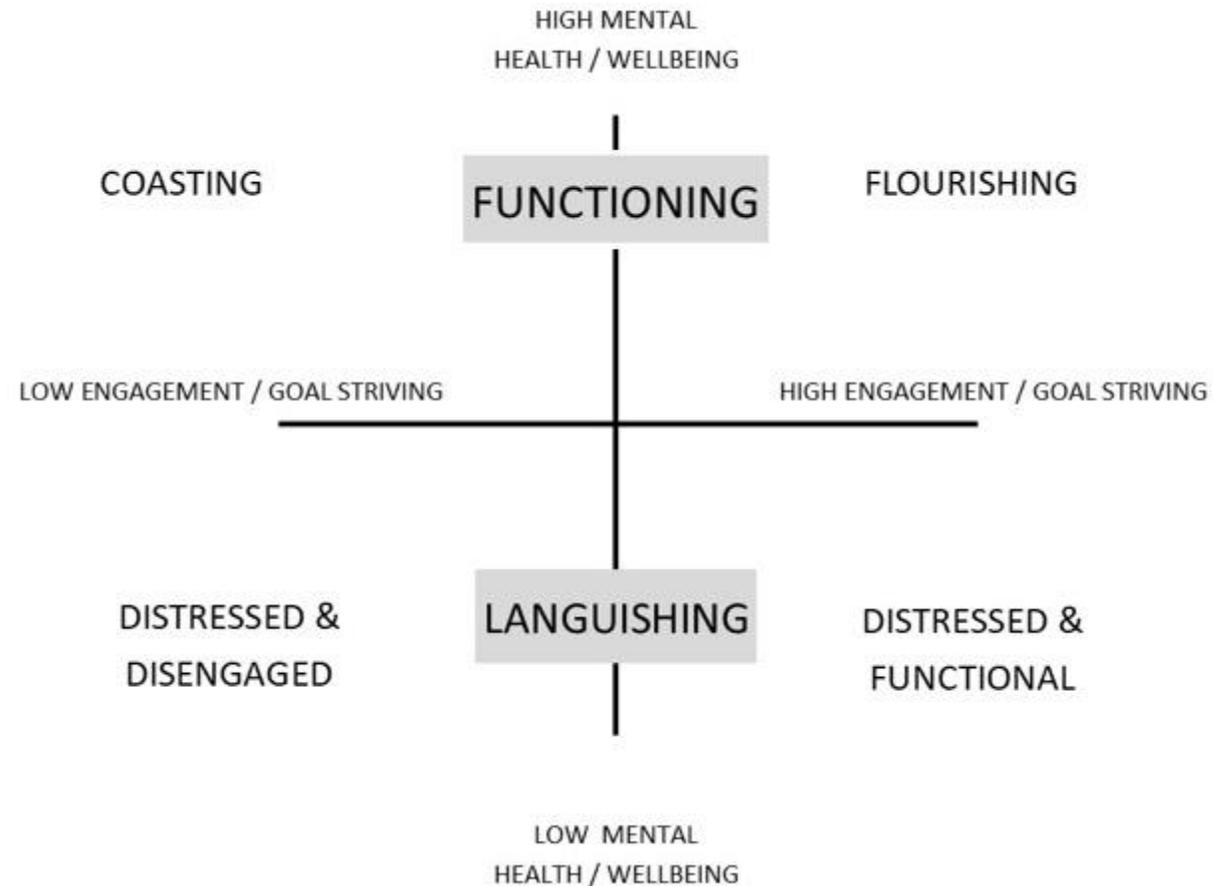
From engagement to thriving

Harvard Business Review

Analytics And Data Science

Why Microsoft Measures Employee Thriving, Not Engagement

by Dawn Klinghoffer and Elizabeth McCune

June 24, 2022

At Microsoft, where we work on the People Analytics team, that means learning what the data can tell us about how our employees aspire to live their lives meaningfully. In particular, we landed on a new way of measuring thriving, at both work and outside of it, that goes beyond engagement only.

- **Meaningful Work**
- **Empowered**
- **Energised**

Thriving Organisations

To bring about flourishing, we must pay attention to the "seed" as well as the "soil" – the people as well as the organisational context

Worline & Dutton (2017)

ISO 45003
Psychological Health & Safety in the Workplace

Both the organisation and workers have a shared responsibility for maintaining and improving health, safety and well-being at work.

3.2

well-being at work

fulfilment of the physical, mental and cognitive needs and expectations of a worker related to their work

Note 1 to entry: Well-being at work can also contribute to the quality of life outside of work.

Note 2 to entry: Well-being at work relates to all aspects of working life, including work organization, social factors at work, work environment, equipment and hazardous tasks.

Defined as:

*"a workplace that **promotes workers' psychological well-being** and **actively works to prevent harm to worker psychological health**, including in negligent, reckless or intentional ways".*

National Standard of Canada on Psychological Health and Safety in the Workplace (2013)

This definition encapsulates two main obligations of organisations to:

1) **promote wellbeing, and**
2) **prevent harm.**

An integrated approach to workplace mental health
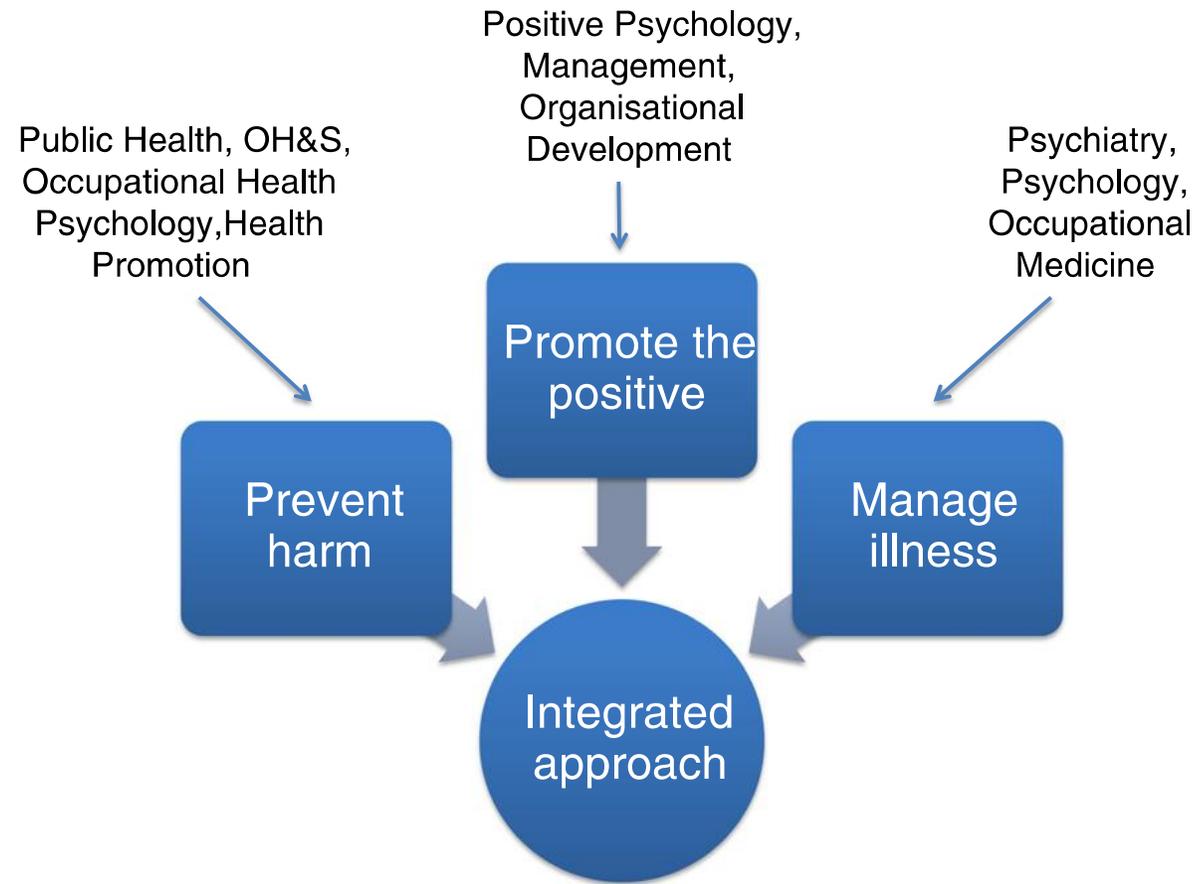
Figure 1 The three threads of the integrated approach to workplace mental health.

LaMontagne et al 2014

Positive Leadership

Positive Leadership: 4 Key Components

Positive Leaders enable extraordinary performance by:

- Fostering a positive climate;

- Fostering positive relationships;

- Fostering positive communication;

- Fostering positive meaning

Positive Leadership strategies & practices create a circular process

(Cameron, 2008)
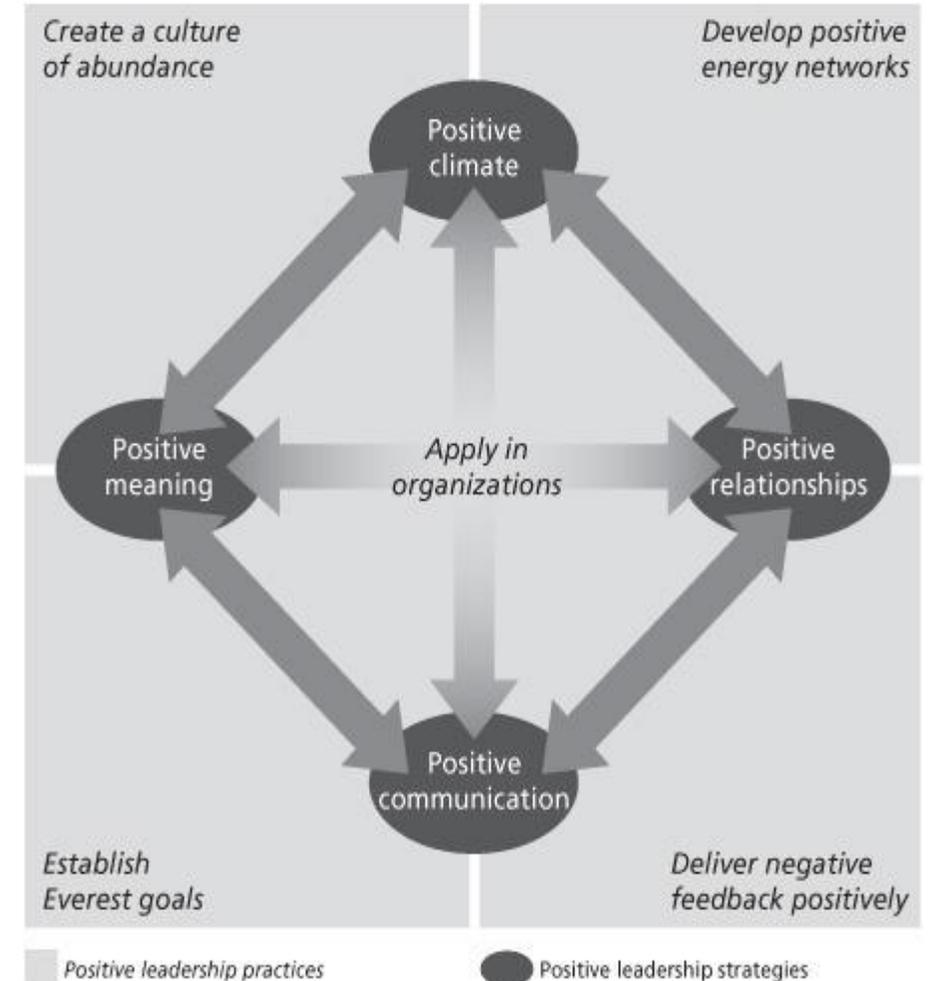
Positive Climate

**Leaders have an extraordinary impact on climate in that they can induce, develop and display positive emotions.**

Three factors that enable a positive climate include:

- **Fostering compassion (for self, others, the world?)**
- Practicing gratitude
- Encouraging forgiveness

Awakening Compassion at Work

A new science of compassion, based on extensive research, helps us to see that suffering, and the compassion that helps address suffering directly, is one of the most important ideas for business today

Worline & Dutton (2017)
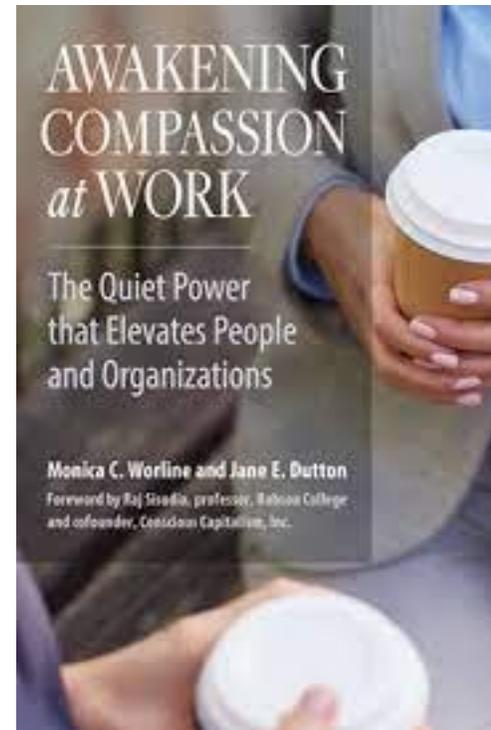
On purpose

To prosper over time, every company must not only deliver financial performance, but also show how it makes a positive contribution to society. Companies must benefit all of their stakeholders, including shareholders, employees, customers, and the communities in which they operate.

(BlackRock, 2020)

The purpose of the Company is to deliver returns to shareholders whilst having an overall positive impact on society and the environment.

(B Corps governance requirement Aust/ NZ)

# Meaning

Meaning & Purpose

- Terms used interchangeably - although scholars agree not equivalent
- Meaning is seen as a superordinate term that encompasses two main dimensions (Steger, 2009; Steger et al., 2006)
- **Comprehension**: Making sense of one's self, life and world (meaning in life?);
- **Purpose**: Overarching, long-term life aspirations (meaning of my life?)
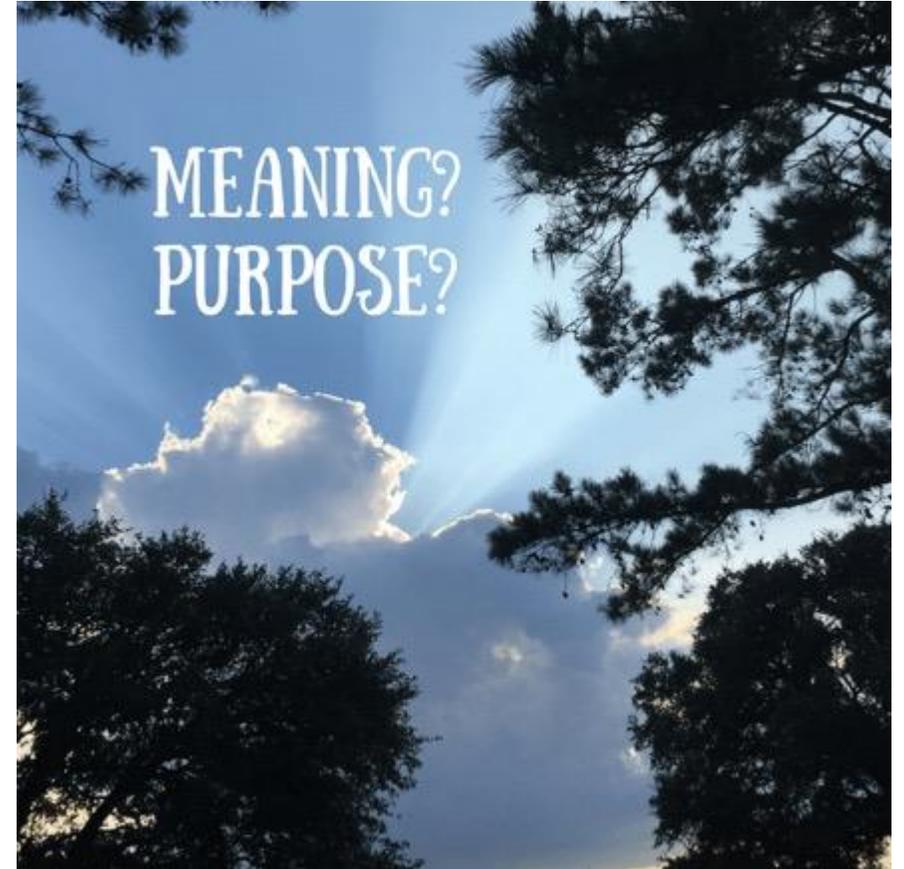
Decent v Meaningful Work

(Blustein, Lysova & Duffy, 2023)

- **Decent Work:** Basic workplace conditions
- **Meaningful Work:** Aspirational, reflecting significance at work
- **Need satisfaction** serving as the primary connector – CAR/SDT (Ryan & Deci, 2000)
- **Acknowledges complex intersection of macrolevel & psychological factors**

Societal context
Economic constraints and marginalization

Working conditions
(Organization-specific, social context–related, job/occupation design–related, and employment-related)

Individual strategies
(Job crafting, ideological practices, relational strategies, activism, and resistance)

DECENT WORK → NEED SATISFACTION → MEANINGFUL WORK
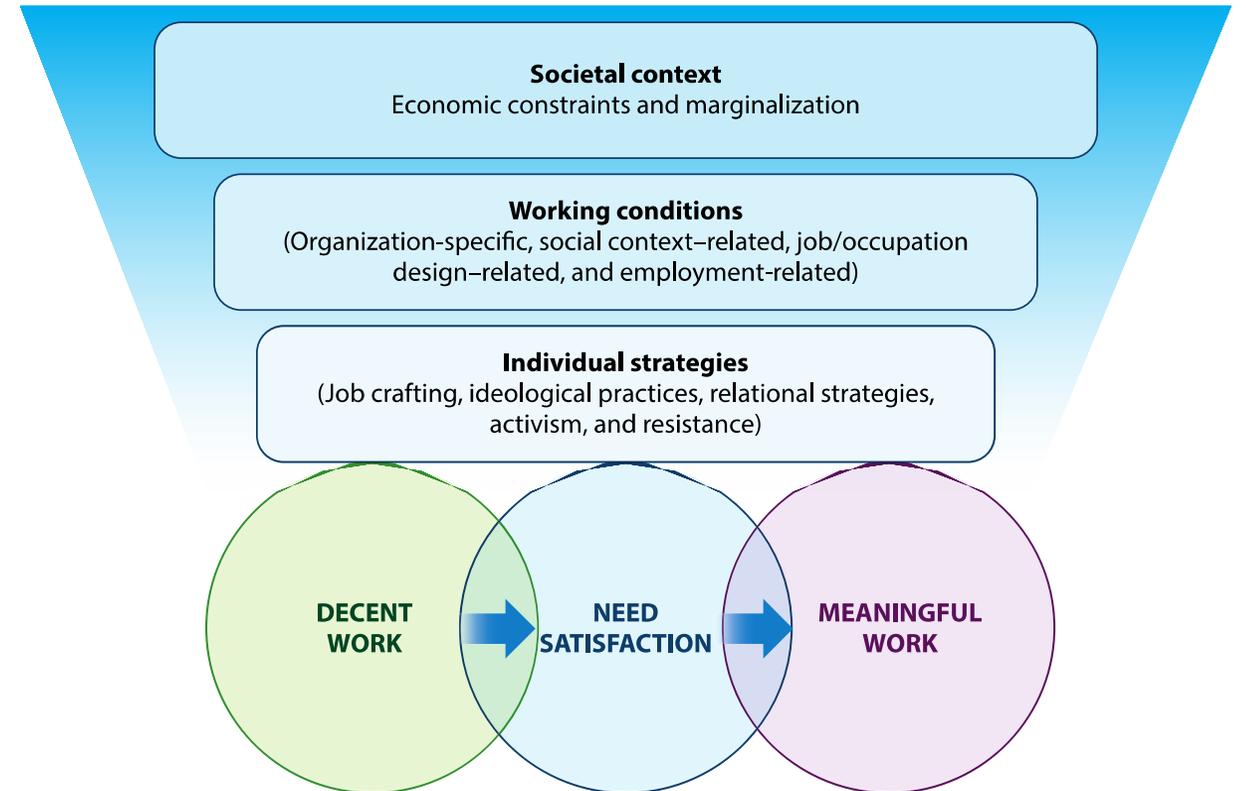
Figure 1

Integrative conceptual framework for connecting decent work and meaningful work.

Meaning @Work

Meaningful work is the subjective experience that:

- One's work is significant and matters;
- One's work feed the creation of meaning in life;
- One's work has the capacity to serve some greater good

Steger, Dik & Duffy, 2013

Meaning @Work
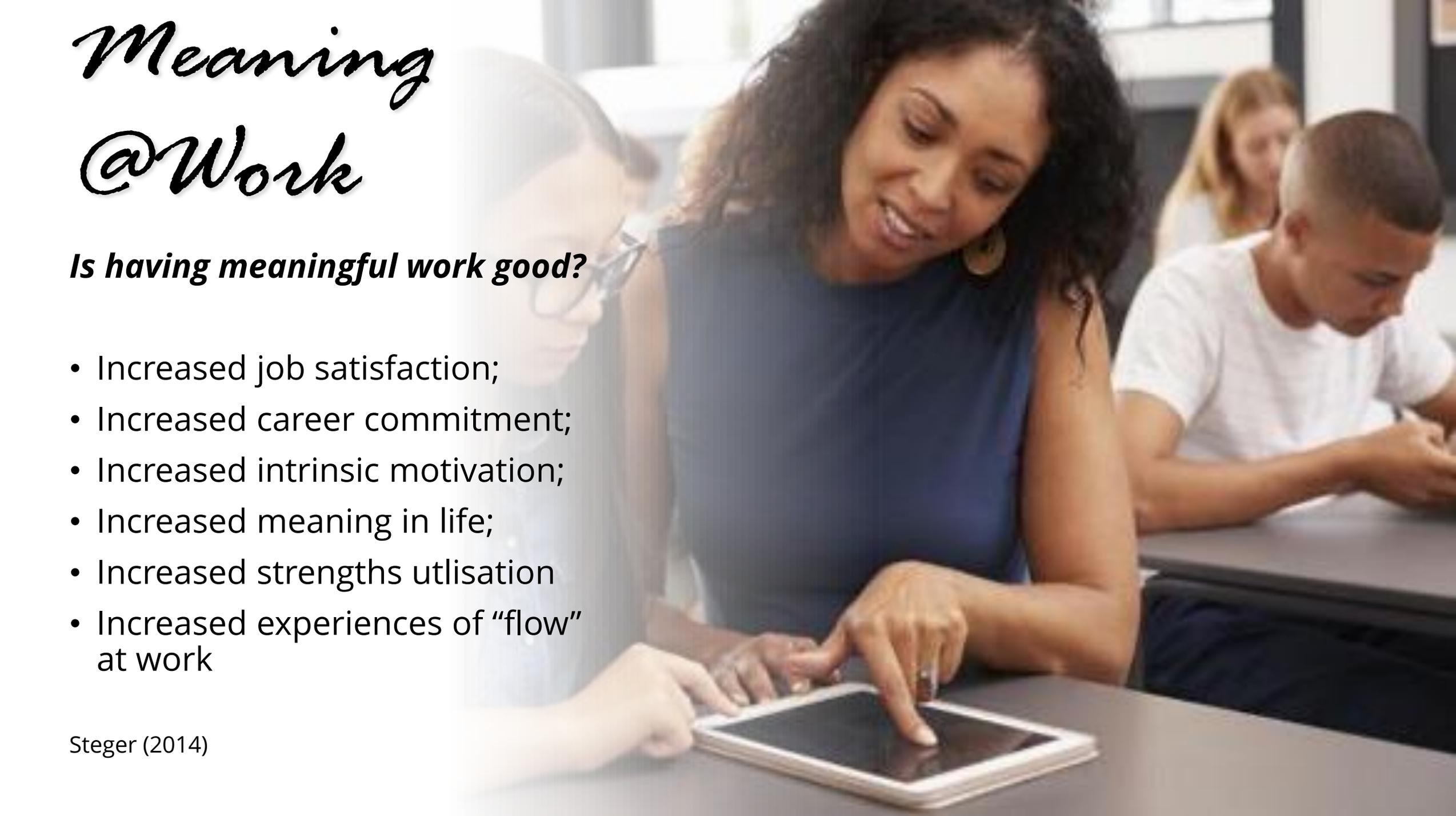
Is having meaningful work good?

- Increased job satisfaction;

- Increased career commitment;

- Increased intrinsic motivation;

- Increased meaning in life;

- Increased strengths utlisation

- Increased experiences of "flow" at work

Steger (2014)

Meaning @Work

Is having meaningful <u>workers</u> good?

- Increased organisational commitment;
- Decreased intention to leave;
- Decreased days absent;
- Increased faith in management;
- Increased discretionary effort;
- Increased work team functioning

Steger (2014)

ikigai

[iki-gahy] *noun.*

A reason for being. The thing that gets you up in the morning.

Meaning & Goals

McGregor & Little, 2009

- Research on the *"Integrity Shift"*

- Research showed that highly successful executives had habituated to their success leaving integrity as the primary source of their well-being and that concerns with efficacy had been supplemented by developmental concerns of generativity (leaving a positive legacy and guiding future generations) and meaning.

Walking the Talk

(Sheldon & Krieger, 2014)

People tend to talk, more than walk, their values.

For those that did "walk the talk" they reported more meaning in life.

Don't talk the talk if you can't walk the walk.

Pi⁺

THE POSITIVITY INSTITUTE