

Applied Positive Psychology

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Week 11

Lecture 32: Well-being in the workplace

I welcome you all to module 11 of this course. So, in module 11, we are talking about positive psychological interventions in the workplace. This is the second lecture of this module, and overall, this is lecture number 29. So today's lecture is titled "Well-Being in the Workplace." We will be looking into the central idea of positive psychology, which is well-being, and how it is addressed in the workplace. So, before we talk about today's lecture, let me give you a brief recap of the last lecture.

So, the last lecture, which is lecture number 28, was also part of the same module, where we discussed some of the broad positive psychology-related concepts that are used in organizations or workplaces. In that context, we discussed positive organizational behavior, positive organizational scholarship, and psychological capital. We discussed the details of all three of these concepts.

Today we will be talking about the meaning of well-being. We have discussed well-being in detail in the earlier module, which I think was module 1. This particular lecture will be focusing on how this model of PERMA can be used to define well-being particularly in the context of employee well-being in the organization. We'll also look at some of the possible interventions and techniques for building each of these components of PERMA and some of the extensions of this model. We'll also see some examples of positive psychology in how these concepts are used in particular companies. So we'll provide some case studies of companies at the end.

So, let's start. When we talk about the concept of well-being, it is one of the central concepts in positive psychology and it is relevant in every aspect of life. We all want to enhance the well-being of human beings in every context. Also, every organization aims to enhance employee well-being because this is necessary for them; if employees experience well-being in an organization, they will perform better, they will not leave and go to other places, and so on. From a human resource management perspective, employee well-being plays a very important role in the growth of the organization. So we have already discussed some

of the basic concepts related to well-being. If you look at the literature, there are two major concepts that come under well-being. One is hedonic well-being, which is also called "subjective well-being." This is measured using the concepts of affect balance and life satisfaction. So affect balance is about emotions, such as the frequency of positive and negative emotions. It includes both positive and negative emotions. To what extent is the frequency of emotions that you experience are more positive compared to negative emotions? What is the balance of these emotions? Hedonic well-being is higher when one experiences more positive emotions compared to negative emotions. Plus, it includes things like life satisfaction.

To what extent are you satisfied with your life? Now, this satisfaction of life could be general, or it could be very domain-specific. People may also talk about the satisfaction of their personal life, professional life, and so on. So hedonic well-being measures mostly the emotional aspect of well-being. Eudaimonic well-being, on the other hand, is a more stable, long-term concept that goes beyond just emotions. It says that true well-being in life depends on the meaning and purpose of your life. Are you growing in life? Do you have positive relationships? Do you experience autonomy in your life? Do you experience mastery in your life? Do you experience personal growth in life? We have discussed in detail all these dimensions and categories, so I will not go into the that many details. Just to give you a background, when we talk about well-being in positive psychology, it is generally discussed in terms of hedonic well-being, which is also called subjective well-being, or eudaimonic well-being, which is also called psychological well-being. These concepts have been found to be relevant in every dimension of human life, such as subjective well-being and psychological well-being are necessary for happiness, health, success, life outcomes, and so on. Positive psychology focuses on promoting all these types of well-being to experience or foster human flourishing and effective functioning in life. Now, one of the theoretical frameworks that talks about well-being in terms of different dimensions is PERMA. Seligman proposed a model called the PERMA model of well-being, which basically summarizes different components from different research, and they said that well-being should include these components which led to the development of something called as a PERMA model. It talks about the building blocks of well-being.

We have also touched upon this model earlier, but here, just to give you the basic idea of this theory: initially, Seligman proposed a theory of authentic happiness, which posits that happiness arises from the integration of three elements: positive emotion, engagement in life, and meaning. Later, based on more evidence, Seligman added two more elements, such as positive relationships and accomplishment in life, to provide a more comprehensive understanding of well-being. So that became the PERMA model.

So the theory posits that the primary goal of human behavior is to achieve personal well-

being through flourishing. This five-component, is basically PERMA, which is the acronym for these five components. So when you talk about PERMA, we are talking about five components: positive emotion, engagement, relationship, meaning, and accomplishment. These five components constitute the building blocks of well-being. Positive emotions are about joy, gratitude, and all the positive emotions; engagement is about being fully absorbed and immersed in activities leading to a state of flow.

Relationship is about building and maintaining positive, supportive connections with others. Meaning in life is about finding purpose and significance in both life and work. Accomplishment is about achieving goals and experiencing a sense of mastery and success. So this is called PERMA model. These elements are independent yet interconnected and together they contribute to the overall well-being of an individual. So, the PERMA model has been widely adopted in various fields, including organizations and workplaces, to enhance employee well-being. This is a framework that helps you learn how to use something. Now, well-being is a very abstract concept, but how do you actually apply the well-being concepts in your organization? This model gives you a proper framework. So, by focusing on these five dimensions, organizations create an environment that fosters sustainable performance and helps individuals thrive both personally and professionally. This is a framework that is very helpful, and organizations generally use frameworks to implement interventions in the workplace context. Now this is shown in the diagram. So initially, the three core elements of the theory were positive emotions, engagement, and meaning. Then supportive elements were added later: relationship and accomplishment. Together, it leads to well-being. That's the model shown in the diagram. So, individually, the elements of the PERMA model have been shown to be highly predictive of well-being. Each dimension of this model is research-based.

Every component was found to be very significant in terms of contributing to the well-being. In a work-related context, these elements demonstrate a strong association with performance. Each of these elements in the workplace context is also found to be very significant in terms of influencing performance positively. Seligman said, "PERMA is not a theory of well-being, but it's a framework for understanding well-being." It's not a very complex or elaborate theory. It's just saying that if you want to understand the well-being of human beings, study these five components. So, it's a framework, not a very detailed theory. Now, when you talk about organizational context, the well-being that we focus on is employee well-being.

Employee well-being is a multidimensional construct. It talks about individuals' physical, mental, emotional, and social health within the workplace. When we talk about well-being, we are talking about taking care of all employees' needs i.e., physical needs, mental health needs, emotional needs, social health aspects, and so on. In a true sense, employee well-

being should include all of these things. Whether this happens or not, that's a different story. But organizations, when they talk about employee well-being, are talking about all these dimensions. Employee well-being extends beyond the absence of illness to include a holistic evaluation of job satisfaction, work-life balance, and the ability to thrive in a supportive organizational environment. All these things fall under the concept of employee well-being. So this concept integrates both hedonic and eudaimonic well-being aspects like are they experiencing happiness, life satisfaction in the workplace, are they experiencing meaningful engagement, purpose in the organization or not and so on.

So empirical studies have shown that many of these aspects of well-being enhance productivity, creativity, and retention, which is also common sense. If employees experience well-being, they will be more likely to have a sense of commitment, a sense of higher performance, and so on. Organizations with robust well-being programs generally report, for example, 13% higher productivity and 50% lower turnover.

The concept recognizes that workplace well-being is influenced by numerous factors, including company culture, management practices, work schedules, benefits, compensation, and the broader organizational environment. All these things can influence employee well-being. For example, some research shows well-being oriented hr practices such as flexible work arrangements, mental health support system, participatory decision making that foster sustainable employee engagement and so on. These are different studies that shows in so many ways how promoting employee well-being can have advantage for the organization Now, as we have already discussed, PERMA is one framework by which we can understand well-being. So, let us look at how the PERMA model can be applied in the organizational context, particularly to understand employee well-being. So, this academic research has developed several theoretical frameworks.

One such prominent model is the PERMA model, which we have already briefly discussed. Seligman found a moderate correlation of 0.61 between the PERMA elements. That means one element influences others as well indicating that the individuals within one of these often influences others; for example, positive emotion may influence engagement and so on.

There is a positive correlation among these components of the model. However, he also acknowledged that well-being can extend beyond these five factors. He said these are very important factors, but well-being is not just about these five factors. There can also be other elements for well-being. So because of that, PERMA model has also been extended and used in diverse contexts. For example, there are theories such as PERMA+ where they included things like optimism, physical activity, nutrition, sleep, and so on. PERMA Plus H model, where it includes holistic health. PERMA plus V and PERMA plus have included vitality and lifestyle. Some models also include PERMA plus 4, which means physical

health, mindset, work environment, economic security, and so on.

I think we have already talked about PERMA- H; it is about how they included health as an additional dimension. So, based on different contexts, people found that there should be something else added to measure well-being. They have modified the model accordingly, which Seligman kind of agreed to as well. So, this is a table that shows all these extensions that we have discussed now. So let us look at some of the possible interventions and techniques for building components of the PERMA-H model, because in the workplace context, this PERMA-H model has been implemented frequently. So these components are positive emotion, engagement, relationships, meaning, accomplishment, and health. So let us look at how this can be used as an intervention in the workplace context. We'll talk about some of the possible takeaways that can be used for intervention in the workplace context.

Wilczynski and his colleagues proposed some interventions for each of these components, and we'll discuss some of these suggestions given by them. In the PERMA model, the first component is P, which stands for positive emotions. So, we have also discussed positive emotions in detail in the earlier module. It is about the different emotions that are classified as positive, meaning these are pleasant emotions. This may include things like joy, satisfaction, and so on, which are pleasant in terms of experience. So when we talk about positive emotions, what kind of interventions can we do in terms of taking care of enjoyment, pleasure, and satisfaction in the learning or work processes? So if the work process provides an opportunity for satisfaction, enjoyment, and happiness, then this is something that can be promoted, theoretically speaking. Building awareness that life and learning consist of both positive and negative experiences is important. So, acceptance of the negative is also very important because life cannot give you all the positives every time.

So when negative things come, acceptance of that as a part of life is also very important in terms of promoting positive emotions. Otherwise, when something goes wrong, negativity arises, people start resisting, and all the negative emotions are generated by it. Encouraging individuals to focus on the positive aspects of their experiences. A lot of this intervention actually looks at how to shift perspective from negative to positive. So, theoretically speaking, interventions can look into these aspects.

What specific techniques can be used in the context of promoting positive emotions? One is expressing gratitude, which we have discussed in detail in the module where we discussed interventions for happiness and so on. So here, basically, regularly acknowledging and appreciating what one is thankful for, that's called gratitude. Generally, our minds have a complaining nature. We always look at things that we have not got in life or that we don't have.

So that creates a lot of resentment and negative emotions. But in the whole process, we forget that we also have so many things. So focusing on what you have and what you should be thankful for is called the experience of gratitude, and it immediately shifts your perceptions and increases positive emotions. So this is one technique that is generally provided.

Second is accepting mistakes. Viewing errors as opportunities for growth rather than as failures. So when something goes wrong, mistakes can happen. Rather than crying over it, one should look at it as an opportunity for growth. Because something wrong has happened, you will not repeat it, and you will learn from it. So that ultimately decreases negative emotions and increases positive emotions.

Building relationships for feedback is very important. A lot of positive emotion actually comes from positively supportive relationships. Creating a supportive network that can give us constructive feedback can help. Emphasizing the positive, highlighting the enjoyable and rewarding aspects of a task or experience and just shifting the perspective is very important. These are some specific techniques that can be used to promote positive emotions.

Engagement is the second component, E, of the PERMA model. Engagement is about getting absorbed and immersed in activities leading to a state of flow. It involves using one's strengths and feeling intrinsically motivated. So, when you are very highly motivated or engaged in the task, you experience a flow-like state.

You are intrinsically motivated by a task. So those are all engagement-related concepts. In terms of intervention, what can theoretically be done? Stimulating intrinsic motivation by aligning tasks with personal interests and strengths is important. Like what an employer or organization can do to enhance employee engagement.

One is stimulating their intrinsic motivation by aligning tasks with personal interests and strengths. So, if an employee does things that are related to their own strengths, where they are capable of doing them, if those kinds of tasks are assigned to them, or at least during the recruitment process, then they will automatically be interested in the task and are engaged in it because they are good at it. They have strength in those kinds of tasks.

Sometimes organizations select people, and then they are given some irrelevant tasks that they are not at all interested in. So, engagement will not happen. So from an employer's or organizational perspective, stimulating this intrinsic motivation is very important by giving them tasks or aligning the tasks that are connected to their interests and strengths. Also, encouraging individuals to set and pursue meaningful educational or professional goals is

important.

If that is also encouraged, engagement will increase. Meaningful and pursuing goals that are connected to their own personal values helps. Creating opportunities for individuals to use their unique strengths in a task and an object. So, if an employer gives more opportunities to use the strengths of the employees, they will be more engaged rather than giving them tasks that they are not good at. If more opportunities are created, engagement will increase, so more specific techniques in this direction can be implemented. For example, selecting educational professional goals and defining clear, achievable objectives is important; the more clear, achievable objectives there are, the more engaged employees will be.

If the goal is very ambiguous, they are not able to understand. Obviously, they will not be engaged in that. Searching for projects aligned with strengths, as we have already said, and assigning tasks that resonate with individuals' talents will increase engagement as much as possible. Creating individual development plans, tailoring growth plans to personal aspirations and abilities are some of the things that can be done by promoting that kind of culture and environment.

Next, a positive relationship is very crucial because we get emotional support, a sense of belonging, and collaborative effort. Everything is related to relationships either in real life or in the workplace. They enhance well-being by fostering trust, respect, and mutual understanding. What kind of intervention can we think about in this direction? Sharing and reliving positive experiences with others enhances this positive aspect of relationships.

The more you share and relive positive experiences with other people, the more it enhances the emotional aspect of the relationship. Conductive, constructive conversation and discussion with peers, mentors, and colleagues also enhance that. Using mentoring to build strong supportive relationships and, the stronger the supportive relationship or team we have, the better the impact will be on the organization and so on.

Techniques are mostly specific techniques that may be related to things like celebrating achievements, recognizing and celebrating milestones together, or achieving something as a team. So if the organization provides opportunities to celebrate that, recognizes their achievements, and celebrates that together, it can also enhance positive relationships, constructive conversations, and engaging in open, respectful dialogues to build trust. If something goes wrong from the organization's or employer's point of view, open, constructive conversation is very important; then they will have trust in the organization, and leadership, rather than dismissing their claims and so on. Proper mentoring is also important if they are not able to do something as with mentors guiding and supporting the

growth of the employees can be helpful.

The fourth component is meaning in life. This is something very subjective and individual; what gives meaning to your life. For a lot of people, the workplace can be an important source of meaning in their life, whatever they do as a profession. People generate meaning in their lives not necessarily for everybody, but a lot of people generate meaning from the workplace because the majority of the time they spend in the workplace helps individuals feel that their efforts contribute to something greater than themselves. If they are able to contribute something beyond their personal interests, they will feel more meaning. In the context of interventions, meaning is basically about defining personal and professional development goals.

So if they have some kind of goals regarding personal and professional development and if they are able to do and carry out those goals in an organization, they will feel more fulfilled. Identifying opportunities to use acquired skills and competencies to benefit others can be helpful. If they are able to explore their potential, capacities, and skills, they will feel more meaning in the workplace. They'll be able to say, "I'm able to utilize my capacities," and so on. Arousing interest in tasks by introducing novelty and relevance is important. If they are engaged with more novel, relevant tasks, they will feel more meaning in the workplace. Specific techniques may involve things the freedom to choose competencies, allowing individuals to select the skills they want to develop. If they have experienced more freedom in the workplace, that will lead to more well-being and meaning in their lives, and they will derive more meaning from the workplace as compared to if they don't have any freedom to do anything. Identifying opportunities to influence others and encouraging individuals to see how their work impacts their community and organization can also be helpful. If they feel their work is positively impacting others and communities, they will experience more meaning. Introducing novelty, incorporating new and interesting elements in the task to maintain engagement can be done.

So, these things cannot be done in every context. It depends on the nature of the job and so on. But wherever possible, this is what organization can do to enhance these aspects. The fifth one is an accomplishment. It is about achieving goals and experiencing a sense of mastery.

This contributes to self-esteem and psychological flourishing. So, if you have more accomplishments in life according to you, you experience more well-being. If that accomplishment comes from the workplace, you will have more well-being in that context. So, intervention in this context includes building perseverance and helping individuals stay committed to their goals. So this is what organizations can do: building and helping individuals stay committed to their goals, recognizing and rewarding progress and

achievement. Organizations can recognize and reward people who are doing good and achieving something; that recognition actually gives them a sense of accomplishment that my hard work is recognized and given some kind of award, or something also increases the sense of accomplishment. Specific techniques could include setting and visualizing goals, defining specific, realistic objectives, and imagining their successful completion. It can be one thing: using praise and encouragement, providing positive reinforcement and motivating individuals, recognizing the talents and hard work of people, and then giving them the necessary awards, and so on. Implementing a reward system, offering incentives for achieving milestones, providing permanent feedback, and giving continuous constructive feedback to progress can also increase achievement.

All these things will increase the sense of accomplishment among the employees, and so on. The last one is health, which is an added dimension. Health here includes both physical and mental health. It is a foundation for overall flourishing. So, without health, you cannot function in any aspect.

So health was included as an important component. Promoting physical activity, exploring the natural environment, and supporting mental health through mindfulness and relaxation techniques are important for organizations. Depending on the nature of the work, it is essential to take care of the mental health of employees, particularly in stressful jobs, as this is a crucial part of their overall well-being and some big organizations are actually taking steps in those directions. Encouraging a culture of health and well-being in the workplace or learning environment is important. A lot of these specific techniques can be used for mental health-related things like mindfulness training.

A large number of organizations are actually doing that. They have regular mindfulness training for employees, teaching them relaxation techniques and so on and a lot of psychological counseling is included in the administrative policies. Promoting health culture, solving problems are some of the things that can actually be done from the organizational perspective in terms of enhancing well-being and focus.

They can focus on specific components of well-being, whichever is applicable in the organization. We'll give some specific examples related to how companies have actually used this. These are theoretical things we talked about. Now, are there actually real case studies where people have done some of these things? So let us look into the concept of positive emotion in the workplace. We'll see some findings, and then we'll see specific examples.

Now, there is a growing interest in understanding the benefits of cultivating positive emotions. So, when you talk about positive emotion, we are talking about an aspect of well-

being only. Positivity overall: how to increase that in the workplace. So, in that context, we have already discussed Fredrickson's theory, which identifies positive emotions as crucial for human flourishing and functioning. We have already discussed the broaden-and-build theory. So, a lot of this intervention actually comes from understanding positive emotions from Fredrickson's theories of the broaden-and-build theory of positive emotions. Positive emotions like love and hope offer protective benefits against stress, help in recovery from adversity, and amplify well-being for individuals and communities. So, many advantages have been found. I will not go too much into it.

In the context of the workplace, a lot of experiments and people have tried to integrate it in many ways. So, research on emotion at work dates back to Hersey's 1932 study, which linked positive emotion to improved efficiency. Even in the 1930s, some people tried to address emotions in the workplace. After that, many frameworks emerged in which emotions have been given a lot of importance in the workplace context. For example, the concept of emotional intelligence includes a lot about how to promote emotional intelligence, and people have even claimed that emotional intelligence is actually the most stable indicator for promoting more sustainable happiness in life compared to just your skills. Skills can get you hired, but to sustain a more satisfying life and workplace, emotional intelligence plays a more important role.

Are you able to regulate emotions? Are you self-aware? What kind of reaction pattern do you have? Some people may be highly intelligent and skilled, but they don't know how to handle emotions. They have a lot of conflicts in life and do not behave ethically, even though they may be highly skilled. They may do something very wrong and ruin their careers. Now, these are the cases where there is a lack of emotional intelligence. So, emotional intelligence has been studied a lot in the workplace context, and many organizations promote it by providing workshops and training to employees and even in the selection process. Sometimes people focus on this aspect of whether these employees have this intelligence or not. Things like effective events theory, positive organizational scholarship, Jane Dutton's high-quality connections, and all these concepts are actually related to organizational context only, and this basically focuses on emotions in the workplace. Now, recent studies show that daily positive emotions at work mediate the relationship between the job environment and personal resources like optimism and self-efficacy. Employees experiencing positive emotions are more helpful, creative, attentive, and respectful, and so on. So, the benefits are numerous. Naturally, when people experience positive emotions, they are more productive, their perspectives are broader, they are more creative, and so on.

Now, the evidence linking positive emotions to organizational effectiveness is still developing in terms of research. Research in organizational industrial psychology has

established a connection between positive individual behaviors like engagement, retention, organizational citizenship, and organizational outcomes. A lot of these things are connected to this. This raises the question of how systems, institutions, and workplaces can benefit by fostering this positive emotion in the workplace.

So people have tried to do a few things in this direction. These are summaries of some of the findings related to positive emotions. How is it related to workplace outcomes? So positive emotions have been linked to positive behaviors, attitudes, retention, performance, job creativity, job satisfaction, organizational commitment, employee well-being, reduced stress, cognitive functioning, better decision-making, helpful engagement with customers, attention, respectful behavior, and so on. Now let us look at the case of Google, where it has focused on some of these aspects of positive emotions and overall well-being of the employee.

So there is limited availability of case studies that link positive emotions directly to some big organizations. But Google has policies that directly address some of these aspects of positivity in the organization. Google stands out as a well-documented example of where employee well-being is a core performance strategy. They have been focusing a lot on their employees in terms of enhancing their employee well-being. So Google's leadership believes that fostering positive emotions and happiness is critical to success, and their well-being strategy is rigorously data-driven. They have a very focused way of intentionally developing a lot of well-being programs in their organizations. So the company's human resource department is titled as people operations, which reflects their view of employees as operational levers for organizational effectiveness.

The focus is given a lot not just on employees. They're looked at as individuals. Now, Google enhances employee well-being through job structure, workplace design, and parks. So how do they do that? Google addresses the monotony of routine work by allowing employees to dedicate up to 20% of their time to innovative projects aligned with their interests and organizational priorities. So this is one part of their job structure where employees can dedicate up to 20% of their time to innovative projects of their choice. Projects that are aligned with their interests and the organization obviously have to be aligned with the organization; they cannot just do anything, but they are given the freedom to choose, which is one aspect of increasing autonomy and the well-being of the employees.

So this practice is also supported by some studies, like Harger and Ruch, that show it boosts employee engagement, pleasure, and job satisfaction by enabling them to leverage their strengths and interests. So whatever additional strength they have, they can focus very specifically on some innovative projects and so on. So that freedom is given to them. Second, they also do some workplace design aspects, which look into some of these

aspects. So, Google's modern workplace design promotes autonomy, collaboration, and creativity, featuring playful spaces, for example, cinemas, bowling alleys, and activity-based zones which encourage spontaneous interaction and the idea of exchange, and so on. So a lot of extra things and facilities are provided where they can bond with each other, collaborate, and discuss. So positive relationships are enhanced here. They also have something called a hot desking concept, where seating is unassigned, fostering adaptability and connectedness, enhancing positive emotions and personal resources, which in turn drive positive organizational outcomes. So these are concepts or ideas that they implemented just to increase autonomy and choice among employees, as well as more collaborative possibilities for connecting with other employees and enhancing relationships so that there is a positive impact on the overall well-being of the employees. They also provide some additional perks. Google offers extensive perks that exceed typical corporate standards. Obviously, not every organization can do that. Only large organizations can do such things. While not financially feasible for many organizations, these perks underscore the importance of valuing employees' well-being and leveraging individual potential beyond their skills which is aligned with the positive psychology principle. People who are very capable are given extra perks. Companies like Google can do it because they have many resources. But the idea is that they are doing a lot of these things that are based on evidence and going an extra mile to address employee well-being.

Next, how strength-based perspectives are given importance in some workplaces. We'll see some examples. Strength, again, has also been discussed earlier. A lot of importance is given in workplaces to the strengths of employees. Identifying and developing individual strengths are key approaches to promoting positivity and well-being at work.

Research shows that working from strength reduces stress, improves well-being, and makes goals easier to achieve. Studies indicate that using strength daily decreases negative emotions such as worry and stress. Because people enjoy working from their strengths, they are more motivated to do so compared to when they have weaknesses that they don't want to acknowledge. So specific strengths such as curiosity, joy, hope, gratitude, and spirituality are strongly linked to job satisfaction across various occupations. And their use is associated with productive behaviors, like effective leadership, increased productivity, reduced turnover, and so on. So employees who use their strengths regularly are six times more engaged and teams that leverage strengths experience lower turnover and higher productivity.

So these are some findings that support the use of strength in the workplaces. We have already discussed Gallup's organizational perspective on strength, and it has advocated that strength-based approaches should study excellence, which leads to studying things that result in more strength-based studies. They promoted the idea that the research highlighted

the question at work: "Do you have opportunities to do what you do best every day?" Those who answered yes to that were the strongest predictors of customer satisfaction, employee satisfaction, profit and productivity. Traditional workplaces generally focus on fixing weaknesses. By shifting towards optimizing strengths, as research shows that strength-based organizations yield better outcomes compared to just fixing weaknesses, this can be achieved. So organizations can systematize this whole strength by helping individuals discover their strengths and embed that strength into organizational processes and systems.

They can do that by using resources and promoting it through certain training programs. Various tools are available to promote strength-based practice, such as the VIA survey, Gallup StrengthsFinder, and the Realize2 model. These are all recommended for identifying strengths among employees, and they can also be promoted. There are already available evidence-based models and tools that can be used by organizations to understand strengths and promote them in the organization. There is a lot of research that emphasizes strength exploration and development, which encourages finding the golden mean in applying strengths using the right strengths in the right amounts and the right situations.

So that is generally a recent trend that has been observed. Interventions like strength spotting, using strengths in new ways, and strength coaching are effective strategies that have been used in the organizational context. Managers play a critical role in supporting the use of strength. Meaningful discussions about strengths lead to higher employee engagement and flourishing. The Corporate Leadership Council in 2004 also found that focusing on employee strengths improves their performance by 36%, while focusing on only weaknesses decreases performance by up to 27%,.

They found that focusing on strength actually improves performance compared to when they're just focusing on decreasing weaknesses. However, it is important to understand that developing strength may not be suitable in every situation. Addressing weaknesses remains necessary in many contexts. So, it all depends on what kind of organization it is, what its structures are, and what its resources are.

A lot of things cannot be applied in every context. Now let us take the case of IBM, where the strength-based approach has been adopted by this organization. So IBM has successfully implemented a strength-based leadership approach, leading to improved thinking, behaviors, performance, and positive feedback across the organization. So this was one of the core things they integrated into their program, where the strength-based aspect was taken from both the leadership perspectives and the employees as well. This IBM positive leadership program, which was implemented, was designed to equip senior leaders with tools to enhance their leadership capacities, perform personal resilience, and foster a positive mindset, which in turn positively impacted team and business outcomes.

They invested a lot of resources in leadership programs, especially the positive leadership programs based on many of these ideas from positive psychology. The executive also participated in the survey to understand their strengths, how to develop them, and how to use them, and engaged in exercises to identify, understand, and develop their strengths, supplemented by one-to-one coaching sessions. Because these are big organizations, they have the resources to do that, and they also found a lot of benefits from it. Additionally, IBM conducted a three-part strength-based leadership classroom series for all managers. In this program, there is included classroom content on strength research, completion of the VIA survey by which they can find out what kind of strengths they have, and how to develop them.

A toolkit with exercises to help managers explore and build their signature strengths was given. Coaching calls share real-world examples of how leaders applied strengths individually and within their teams. So, they invested a lot of resources in building a strength-based leadership program in their organization. IBM also facilitated a lot of tailored strength sessions to the team level of various business groups. This session introduced the principles of positive psychology and the strengths-based approach to maximize human potential.

The participant also explored their individual strengths and learned how to leverage them to enhance performance. Proper coaching and training programs were provided for executives, leaders, and others. So this comprehensive top-down approach to strength-based leadership has been instrumental in fostering positive organizational cultures and driving measurable impact. This is a very clear example of how some big organizations are utilizing all these positive psychology concepts and implementing them in a proper way to enhance the productivity and employee well-being of their organizations. So with this, I stop here and thank you.