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HAPPY WORK™

HOW TO CREATE A CULTURE OF **HAPPINESS**

NICHOLAS J. WEBB

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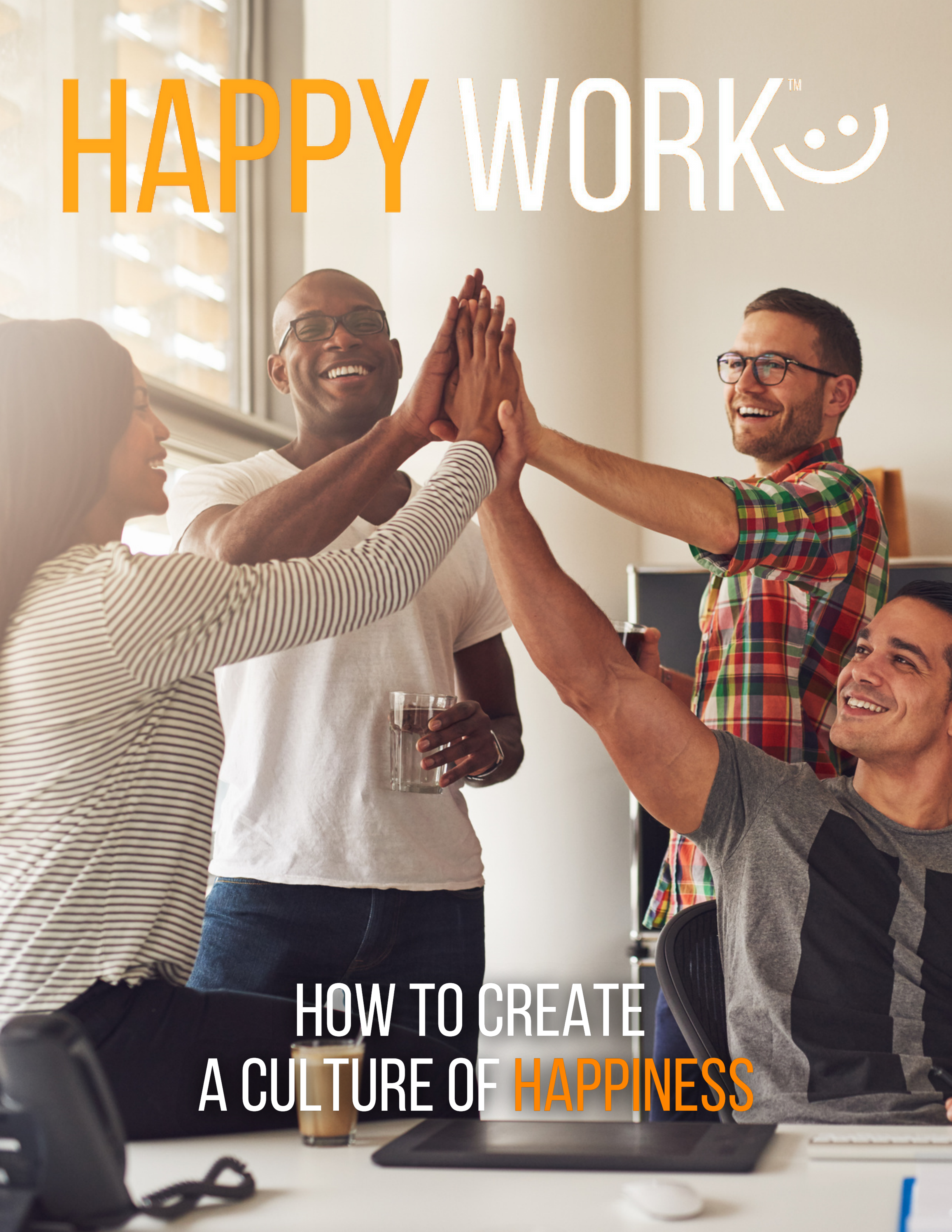

Happy Work

Why your organization needs to create a culture of happiness—and how to do it!

By
Nicholas J. Webb

Imagine, for a moment, two people. In many ways, they are alike. Each is the CEO of a company that makes consumer goods and sells them directly to customers. Both companies have about a thousand employees and few dozen executives and managers. Both seek to compete in their market, innovate, and grow. Their mutual goal is to deliver a robust return to their investors.

But in one critical way, they are opposites. This opposition can mean the difference between healthy growth and stagnation—or even worse, decline and liquidation.

CEO Smith believes that the value of the company lies solely in its products. They are the very best and are sold at competitive prices. He often says, “Our products speak for themselves! As long as we have our competitive edge, we’ll be profitable.” He also believes that the company’s employees need to be grateful for their jobs and dedicated to taking orders and carrying out the vision of the company leadership. He sees them as a cost center; in fact, if he could replace them all with robots, he probably would. Human employees, he believes, are just another part of the supply chain, and the cheaper they are, the better. In his mind, “touchy-feely” concepts like employee happiness have no place in business. The idea is irrelevant to the bottom line.

Across town, CEO Jones believes the value of his company lies not only in its products—which he insists must always be the very best—but in the entire ecosystem of the organization. This includes all of its stakeholders, and especially two key groups, his customers and his employees. CEO Jones says, “Why do we sell our products? We do it to make our customers happy. To literally make them smile. Therefore, since we’re in the business of making people happy, shouldn’t our entire organization be in alignment with that goal? If our employees are unhappy, for whatever reason, then how can they make our customers happy? The idea is absurd. You cannot expect a miserable employee to make a customer happy. Therefore, the value of our company can be found not only in our products but in our people—in fact, in every stakeholder.”

Unlike CEO Smith, who views his employees as a cost that must be as low as possible, CEO Jones views his stakeholders, and particularly his employees, as an asset, and a potent weapon in the company's quest for market domination. He reasons that happier customers will keep buying, and buy more. And he realizes that customer happiness comes not just from the product and the price, but from the customer's entire experience, from beginning to end.

Sure, there are a few customers who don't give a darn about the experience, as long as they get the product they want at the lowest possible price. But even these curmudgeons expect to be treated with respect and cordial efficiency. Even if their purchase involves no human contact—such as buying online—the "behind the scenes" machinery of the store must operate flawlessly. Happy employees do this better than resentful, disengaged ones.

But curmudgeons are increasingly rare. Today's consumers care about how they get their products and where they come from. They're aware of how companies operate, and they have enough choices to favor those companies whose culture and values make them feel good about handing over their credit card. In their minds, life is about more than just buying as much stuff as you can. It's about contributing to a healthy community in every way possible, including which products you buy, and from what company.

Happier Workers = Higher Profits

Research backs up the idea that happy, engaged employees are more productive and drive organizational performance to a higher level. For example, a study by the Boston Consulting Group and the World Federation of People Management Associations (WPFMA) revealed how proactive human resources (HR) departments can improve business performance. Their 2014 report, entitled "How to Set Up Great HR Functions: Connect, Prioritize, Impact," analyzed the ten-year stock performances of the public companies in Fortune magazine's "Best Companies to Work For" rankings in 2014, and compared them with the S&P 500 Index. The 100 best companies—or to put it another way, those with the strongest HR performance—outperformed the index by nearly 100 percentage points.

Drilling down, the researchers found that HR departments at financially top-performing companies were able to identify clear priorities to improve their HR performance and therefore target their investments and future efforts much more effectively. "Companies with lower financial performance adopt a more arbitrary approach to investments in HR topics," said Rainer Strack, a senior partner at BCG and a coauthor of the report. "They don't identify clear priorities, and they don't focus their investments." [1]

Here's more evidence that speaks directly to investors.

The Parnassus Endeavor Fund is a mutual fund that invests exclusively in large American firms proven to have outstanding workplaces as measured by positive ESG [environmental, social, governance] attributes. From its inception in 2005 as the Parnassus Workplace Fund, with a focus on workplace happiness, it's posted remarkable returns of 13.96 percent, as compared to the S&P 500 Index results of 10.94 percent over the same period. "Our fund has had returns over 4 percent better than the S&P Index every year," fund founder and manager Jerome Dodson noted in 2013. "Eight years later, the performance of the fund confirms what I've always believed. Treating people well and authentically respecting them does lead to far better business performance. We proved it works." [2]

And here's one more, this one relating to employee productivity. Research by Oxford University's Saïd Business School, in collaboration with British multinational telecoms firm BT, revealed that workers are 13 percent more productive when they describe themselves as happy. The research was conducted over a six-month period in the contact centers of British telecoms firm BT. "We found that when workers are happier, they work faster by making more calls per hour worked and, importantly, convert more calls to sales," said Jan-Emmanuel De Neve of the Saïd Business School, one of the three authors. "There seems to be considerable room for improvement in the happiness of employees while they are at work. While this is clearly in the interest of workers themselves, our analysis suggests it's also in the interests of their employers." [3]

Happiness as a Strategy (HaaS)

There's no doubt that happier employees are more productive, more team-oriented, take fewer sick days, have lower turnover, and transmit their happiness to customers, who then hold a higher opinion of the brand. All of this translates into lower costs, more profits, and increased shareholder value.

But how to achieve the greatest level of employee happiness?

By accident? By trial and error? By a half-hearted "happiness program" that exists only as a poster on the wall of the employee break room?

No! To succeed, it must be woven seamlessly into the organization's overall long-term strategy for market domination. Hence the concept of Happiness as a Strategy.™ Stakeholder happiness needs to be an organizational mandate that can be institutionalized just like any enterprise initiative. What follows is a framework developed and used by LeaderLogic, LLC to help some of the best organizations in the world drive organizational growth, innovation, customer experience, and a beautiful culture of happy and engaged stakeholders. It's designed to tackle head-on the powerful forces of disruption that right now are targeting your industry and your company. You can either try to ignore them (not a good strategy!) or embrace innovation and turn your organization into a profit-earning happiness machine.

Powerful Forces at Work

In our hyper-connected business environment, where there's literally no place to hide from the penetrating gaze and judgment of the customer, no business can afford to sweep these emerging issues under the rug or pretend they don't matter. They do matter, because they matter to the customer. Consumers have choices, and they have opinions about what pleases them, and they have little tolerance for companies that treat them poorly.

Remember the sad tale of Circuit City? In a case that has become a staple in business school instruction, in 2003 the company's management decided the happy, well-trained salespeople serving customers in their stores were expendable. The company slashed wages and fired 3,900 salespeople. They were replaced by poorly trained cashiers. In 2007, the company fired 3,000 more salespeople. Loyal Circuit City customers were appalled and abandoned the company. By all accounts, these two decisions put the once-loved company on the road to its November 2008 bankruptcy.

Stakeholder and employee happiness is a multi-faceted issue, with many dynamics to address. Here are just a few of the forces that every business owner and CEO must recognize and build into their company's Happiness as a Strategy.

The Best Talent Wants the Best Organization

You don't need an MBA from Harvard Business School to know that high-performing people want to work for organizations that challenge them, give them the opportunity for deep satisfaction, and—yes, it seems simplistic—make them happy. It's a rational choice. All other things being equal, would you choose to work for a company that made you miserable or one that made you happy and eager to show up for work every day? The obvious answer is that you'd want to spend forty or sixty hours a week working in an environment that made you feel good about yourself and your work. Who wouldn't?

Evidence is showing that the covid-19 pandemic did much more than kill or sicken hundreds of thousands of Americans. The necessary shutdowns of entire industries sent millions of workers home, where over more than a year they had the opportunity to reflect on their careers. Many asked themselves, "What do I really want?" The post-covid economy has been characterized by workers at all levels showing a reluctance to go back to "business as usual." They see an opportunity to break free and do something better than what they did before.

Post-covid, companies large and small found themselves competing for the best workers. They learned this simple rule: There are unemployed people and there are talented people, but there are very few unemployed talented people.
Every aspect of your day-to-day operations should be fueled by great people who are energized and excited about serving your customers and enterprise, which ultimately fulfills your mission. To hire and retain the best people, you need Happiness as a Strategy.

Social Media Lays Bare Your Company Culture

Whether you know it or not, your current and previous customers and employees are talking about you online. What they say can determine your ability to retain customers and attract great talent. Never before in history have we seen such transparency, and the power of both customers and employees to publicly praise or trash a company.

Yelp is where customers rate their experience with your company, and Glassdoor is where employees rate and discuss their work environment. What they post on both forums is directly related to the level of employee and managerial happiness. Miserable employees and managers result in poor customer and employee reviews. Bad Yelp ratings will dissuade customers from buying from you, while bad Glassdoor ratings will cause the best talent to avoid applying to your company for jobs.

Opinions and experiences posted on social media sites translate into customer decisions and actions. Statistics show that consumers are increasingly making pocketbook decisions not to buy from certain organizations that abuse and don't take care of their employees. And on the flip side, they gravitate towards organizations that embrace and promote a culture of happiness. As for potential job candidates—who in the post-covid era have more choices than ever—the majority will do a background check on how you treat your employees.

The only way you can build positive Yelp and Glassdoor reviews is by building a positive workplace that is truly happy. The positive culture must extend from top to bottom, from the executive suite to the front-line store cashier.

Productivity and Employee Output

In our highly competitive marketplace, organizations need to produce the best possible product or service at the lowest possible cost. The difference between profitability and bankruptcy is an organization's ability to mitigate unnecessary costs while improving organizational productivity. These efficiencies are demonstrated to the customer in a way that provides the organization a major competitive advantage.

In simple terms, leaders are always looking for ways to get more out of their employees. Most organizations attempt to do this through over-committing their stakeholders rather than collaborating with their stakeholders to find more thoughtful and innovative ways to increase productivity while still protecting the employees' happiness.

Researchers Andrew Oswald, Eugenio Proto, and Daniel Sgroi, at the University of Warwick, figured out a way to measure employee happiness and productivity. From a pool of 700 participants, randomly selected individuals were made happier either through the use of a short (10 minute) comedy clip or through the provision of drinks and snacks. The subjects self-reported that they were indeed made happier by these simple devices. The researchers then tracked them at tasks, and found they had approximately 12 percent greater productivity than a control group. Their increased productivity was the result of their willingness to make more effort than they would otherwise.

To check their findings, the team conducted a fourth experiment that studied major real-world shocks (bereavement and family illness) and the impact they had on current productivity. Lower happiness was found to be systematically associated with lower productivity. This effect appeared to last for as long as two years. They concluded, "Having scientific support for generating happiness-productivity cycles within the workforce should help managers to justify work-practices aimed at boosting happiness on productivity grounds." [4]

The HaaS Framework

When developing and implementing Happiness as a Strategy, the first thing to remember is that it's not a product that comes out of a box. It's not one size fits all. It's not a set of rules set in stone. What works at one company may not work at yours.

Your HaaS is an evolving, dynamic process. What worked yesterday at your company may not work tomorrow. You need to monitor it and make adjustments as you go. Ensure that it touches every far corner of your enterprise and every stakeholder, especially your employees.

Having pointed out the process quality of HaaS, I'll add that no one expects you to "wing it." We're against wasted effort, not in favor of it! It's a good idea to begin with a framework. To get off to a strong start, you need a proven set of directions. Then, as you begin to see results, you can tailor your HaaS for optimum performance within your company.

The following is an effective framework you can use to get started.

Define Happiness

While HaaS is a never-ending process, there is an overarching objective, which is stakeholder happiness. Therefore, if we're going to talk about how to achieve it, we need to agree on what it means to you as a leader, and most importantly to your stakeholders.

Focusing on the happiness of your employees, which aside from your customers probably comprises the largest subset of your impacted stakeholders, it's entire fair to ask, "What makes them happy?"

The answer depends on your company. You can break it down into two components.

1. The company's publicly stated values. Increasingly, both potential employees and customers are looking for companies whose values reflect their own. This may be as obvious as political beliefs (most large corporations strive to be apolitical, but there are exceptions), but more often it's a question of social responsibility. For example, it's easy to see that a company like Patagonia, with its well-known dedication to social responsibility and high ESG (environment, social,

and governance) standards, would attract employees and customers with the same belief system. Meanwhile, companies that are known for draconian policies experience high—and costly—employee turnover rates.

2. The daily work environment. Companies can have whatever values they want, but employees care most about how they're treated every day, week after week, year after year. They want to be happy when they arrive at work and happy when they leave. But what makes a person happy depends on his or her personality. Without question, money makes people happy. Not necessarily high-profile bonuses, but what employees get in their paycheck week after week. A good salary is both a material reward and a sign that the employee is valued. Challenges make people happy. Doing the same old thing day after day gets boring. People enjoy being challenged and meeting high goals, even when the work is difficult. It's a huge misconception to think that happy workers are slackers. In the vast majority of cases, happy workers outperform their morose counterparts.

Respect and appreciation make employees happy. Especially for employees who have no direct customer contact, praise and constructive guidance from managers and colleagues is a big booster of morale.

Workplace perks are effective—to a point. While the work environment should be collegial and positive, gimmicks like ping-pong tables and free bagels in the break room are often seen by employees as shallow gestures. You may ask, how about the University of Warwick experiment, where employees who were shown a funny film clip increased their productivity? Yes, they were momentarily happy, which is good, but the more significant benefit may have been that they felt noticed. If your boss stops you in the hallway and asks you how your mom is doing because she's been sick, your happiness will be boosted because your boss noticed you and took an interest in you.

Identify and Remove Barriers

In your organization, identify the barriers to employee happiness and determine how you can overcome them to institutionalize happiness as an organizational priority. You need to be open to the fact that you may need to relinquish some of your cultural legacies in favor of new ideas.

For example, dress codes have been slowly relaxing for decades. Few workers today can remember the mandatory IBM dress code for men of dark business suit, white button-down shirt, narrow necktie, and brown leather shoes, while the (few) women in the IBM office wore dresses and high heels. As SHRM noted in a September 2020 article, the covid-19 pandemic had an effect on corporate dress codes. Employers suddenly needed to respond to remote workers who had become accustomed to dressing down during the pandemic. According to a survey by CouponFollow, nearly half of people working from home said they didn't adhere to a defined dress code.

But here's something interesting—remote workers who said they dressed in business-professional, business-casual, and smart-casual even while at home all reported higher levels of productivity than those who dressed in gym clothes and pajamas. "Dressing for success" made them feel better and more confident, and more deserving of respect in the virtual workplace.

Companies also are considering how to ensure dress codes don't unlawfully discriminate or violate National Labor Relations Act (NLRA) rights.
"Before covid-19, a work-from-home dress-code policy would have seemed like a strange concept," said Megan Toth, an attorney with Seyfarth in Chicago. "But, with the recent increase of remote workers and videoconferences, this has become a real issue for some employers." [5]

Always be sure you're addressing issues that employees care about—and the dress code may not be at the top of the list. If your #1 hiring proposition is that you can wear whatever you want, there may be other areas of your company culture that need attention. If your recruiters at job fairs talk about the casual dress code before anything else, they may be missing the target, because what may make your employees truly happy is respect, working for a reliable team, growth, and the opportunity to move up in the company.

Provide Sponsorship from the Top

Happiness as a Strategy is foundational, and when done correctly will impact every corner of your organization. In order to succeed, you need sponsorship from the very top—the board of directors and the CEO. Any strategy that affects the overall direction and performance of an organization, whether it's social responsibility, a change in product direction, entering a new market, or an approach to company culture, needs guidance from the top that includes both clear direction and a sustained effort over years. "Quick fix" solutions, like mandating a one-day managers sensitivity training seminar or putting up a slew of colorful banners on the walls of the factory, are worse than nothing. Why? Because employees will rightfully conclude the effort was nothing more than a cynical attempt by the bosses to be "politically correct," and will make them feelnot respected but used.

Delegate Ownership

Having provided the clear mandate and sustained support for HaaS, if the company is large, the board members and CEO have many other things to occupy their time. They cannot be expected to personally manage every aspect of the effort. Therefore, the relevant managers—in HR and elsewhere—need to be deputized and empowered to ensure HaaS stays on track. The company needs to know which leaders and team members ultimately own happiness. In your organization, be thoughtful about your team architecture, and make certain that you have created a Happiness Team that leverages insights across the enterprise, represents all stakeholders equally, and has the authority to make decisions and deploy assets as needed.

Plug Those Happiness Gaps!

Ask, "What are the systems, tools, processes, budgets, people, and beliefs that are getting in the way of a happy workforce, and how can we fill these gaps?"

A good way to start is by identifying the things employees hate the most.

Recently, the National Business Research Institute did exactly that. Their research led to a revealing list of the Top Ten Things Employees Dislike Most About Their Employers:[6]

1. Poor Communication
Communication is a two-way street. Employees need to feel that managers do a good job of informing them about issues that affect their work life, and they're not being kept "in the dark" or otherwise cut out of the evolution of the organization. They also need to feel they have a voice, and that managers are receptive to their ideas and concerns.

There are many things employers can do to open the lines of communication, including making time for employees, listening closely, asking questions, giving feedback, and most importantly, not hiding in their offices and directing their employees solely through emails or memos.

Communication is not a static event. It's an ongoing process, and it's especially important during times of economic uncertainty. If employees are kept in the loop, they have a high tolerance for change. When communication from the top is cut off, rumors run rampant, directly impacting productivity, focus, and ultimately the bottom line of the company.

2. Unfair Compensation

Nothing sows discord in a company than the knowledge that some people are getting paid more than others for the same job. Such accusations can lead to costly lawsuits and public relations nightmares, as the company is suddenly thrust into the spotlight for its unfair practices.

For example, as reported in The New York Times, in April 2019 two employees of the Walt Disney Company, LaRonda Rasmussen and Karen Moore, filed a lawsuit claiming that Disney discriminated against female workers by paying them less than their male counterparts. This grew to include ten women suing Disney for what they called “rampant gender pay discrimination.” Then, in March 2021, the group added a claim involving pay secrecy, a topic that is becoming a larger part of the national conversation about workplace equality. The added charge said that Disney maintained a strict policy of pay secrecy in violation of California law. According to the filing, five of the plaintiffs were told “multiple times by their superiors never to speak about their compensation (salaries, bonuses or raises) with other Disney employees.”

For its part, Disney aggressively pushed back on the charges, saying it maintained “robust pay-equity practices and policies” and calling the accusations “ill-informed and unfounded.” The company also said it “does not prohibit its employees from talking about their pay and looks forward to proving the falsity of this latest plaintiff claim."[7]

Which side will prevail? It’s not known. But what is certain is that Disney, which takes great care to ensure its movies and other products are culturally sensitive and can be shown anywhere, is suffering damage to its carefully crafted image. (One may ask, why didn’t the company just quietly settle the lawsuit and keep the story out of the headlines? Is that fact a further commentary on Disney’s internal corporate culture?)

To ensure employee happiness, have compensation policies that are gender and ethnicity neutral. Or you can even make salaries public, like Buffer, Whole Foods, Starbucks, Stability Healthcare, and others. “Pay transparency, along with pay equity and pay strategy, plays an important role in delivering an authentic employee experience, which directly impacts employee engagement,” said Tauseef Rahman, principal at Mercer, on HR Technologist.[8]

3. Job Insecurity

With outsourcing, downsizing, globalization, and pressure to meet the bottom line, job security has become a major source of employee anxiety. Predictably, workers are less loyal to companies that they believe have no loyalty to them.

Changing jobs has become a way of life in today's workforce. According to the US Department of Labor, in January 2020, the median number of years that wage and salary workers had been with their current employer was just 4.1 years. The average American will have had ten jobs between the ages of 18 and 38. And every year, about one-third of our workforce changes jobs, largely to take advantage of better opportunities.[9]

This is a far cry from the concept of lifetime employment heralded by US corporations in the 1960s. Big Blue—IBM—was the epitome of that culture. As Dan Bobkoff wrote in Business Insider, "By the late 1960s, IBM had become the apex of how companies treated workers and thought of their roles in society. Its culture was called 'cradle to grave,' meaning if you got in, they'd take care of you. There were lavish carnivals for workers and their families. Around the country, there were country clubs and golf courses where workers at all levels could play for virtually nothing."[10]

No longer! Employees increasingly feel like a commodity. There are a few exceptions. At venerable Kodak, the median employee tenure is 20 years, and at United Continental Holdings, the parent company of United Airlines and its subsidiaries, it's 13 years.[11]

Companies whose employees report they are unlikely to quit, even if offered another job, include Intel, Best Buy, Lockheed Martin, DuPont, Honeywell, Delta, Coca-Cola, and Merck.[12]

You don't have to make overt promises to your employees. But you have to prove it to them, year after year. They'll notice, and their loyalty—and workplace happiness—will only increase.

4. Under Appreciation

When employees feel unappreciated at work, the stress it creates can damage the company's productivity and bottom line.

A 2021 survey by Gloat found a third (34 percent) of all American workers—including 46 percent of Black employees and 38 percent of Latinx employees—feel that their company isn't utilizing their full potential. This is important, because it turns out that how employees perceive their prospects for advancement and growth have more to do with their job satisfaction than their title or pay.

Almost two-thirds (64 percent) of the employees surveyed said they plan to leave their current job.[13]

How can you correct this problem? There are many ways to show appreciation, but the simplest ones are sometimes the best. It's also a matter of common sense to avoid creating the problem in the first place. "Nothing says, 'We don't appreciate you,' more than when your employee has worked like crazy to finish a project, and you reward them by adding more to their plate," said Joe Folan, marketing manager of an Atlanta-based job recruiter. "You might be surprised how much a half-day off on Friday to begin the weekend is appreciated."

Even better, just say, "Thank you for a job well done." Say it every day, as often as possible. In fact, you cannot say it too often!

5. Favoritism

In the workplace, favoritism refers to a situation where a manager gives preferential treatment toward one employee over others. This is usually unrelated to their job performance, and instead occurs due to a personal bond or friendship shared between the two.

It's not uncommon. As Forbes reported, a survey conducted by Georgetown University's McDonough School of Business found that 92 percent of senior business executives say they have seen favoritism in employee promotions, including at their own companies (84 percent). About a quarter of the polled executives admitted to practicing favoritism themselves.[14]

Anytime someone receives special treatment at work, it's bound to offend fellow employees. Whether it's an undeserved promotion, more money, or a better schedule, favoritism by an employer can be a destructive force to morale. When "who you know" becomes a blatant reason for advancement or preferential treatment, employees become resentful. And who could blame them? The effects are corrosive, because employees who are left out lose respect for their manager and will be less willing to follow their directions.

In addition, by not giving talented team members an opportunity to perform, the boss who plays favorites is not allowing the team or company to reach its full potential, which can cost the company more money in the long run. And over time, the employer will lose good people—a further drain on assets.

Don't play favorites. Promote on the basis of performance. Be fair. Your reputation will shine and your employees—even the ones who you must pass over—will be happy.

6. Overwork

Aside from not getting paid enough, this is probably the most common employee complaint. The toll on overworked employees can include fatigue, irritability, weight gain, insomnia, and a whole host of other physical and mental ailments.

As Harvard Business Review pointed out, the psychological and physical problems of overworked and burned-out employees cost an estimated $125 billion to $190 billion a year in healthcare spending in the United States. The true cost to business can be far greater, thanks to low productivity across organizations, high turnover, and the loss of the most capable talent.

Part of the problem is the culture we live in, which celebrates and even glorifies overwork. “We glorify the lifestyle, and the lifestyle is: you breathe something, you sleep with something, you wake up and work on it all day long, then you go to sleep,” said Anat Lechner, clinical associate professor of management at New York University, to the BBC. “Again and again and again."[15]

Employees who are burned out are unhappy and are poor producers. Keep your employees fresh and happy by closing the office at five o’clock and making them all go home. And absolutely no checking their work email at home or on weekends!

Happy Hackathons

For employees, one of the top drivers of happiness is the belief that management listens to them. Employees have ideas and observations that managers would never dream of, and they deserve to be heard. In fact, ideas from employees often lead to profitable innovations. This means that when managers listen to employees, it’s a win-win for both sides!

The best organizations conduct “Happy Hackathons” to get powerful insights about how the organization can eliminate hate points in order to drive a strategy that has real impact. Your stakeholders want to collaborate with you so that you can innovate better experiences, and so they can do a better job of serving your mission and enterprise.

You should also conduct regular listening sessions and leverage enterprise social networks and other collaborative tools to create true two-way dialogue across your departments and operating units.

The Center for Employee Happiness Innovation (CEHI)

Setting up a CEHI may sound like a bold and crazy idea. But as someone who ran a Center for Innovation at a major university, I can tell you that having a centralized CEHI will help you make an ongoing process that will continue to grow in value. The goal is to make employee happiness an integral part of the everyday operations of your business, just like procurement, finance, R&D, and marketing. It should have a budget and a mission, and be responsible for meeting defined objectives, such as lower employee turnover and increased productivity.

Three Action Steps

These three action steps will get you started!

1. Conduct an assessment to determine the current "state of happiness" in your organization. Don't sugarcoat it—you need to know the facts.
2. Take specific steps to eliminate the things your employees hate, while concurrently looking at opportunities to create and deploy programs to promote the things your employees love.
3. Deploy a comprehensive HaaS strategy to ensure scalable success. It must encompass the entire organization, be funded and directed, and be in alignment with the organization's mission.

We Can Help

Many organizations struggle when trying to conduct self-assessments, because of the obvious biases. They also typically don't have the systems, methods and tools necessary to build a thoughtful and scalable happiness strategy. We provide a three-step process that begins with a

1) **Happiness Readiness Assessment** to determine your current state of happiness barriers. Then, we develop a:

2) **Happiness as a Strategy** plan that is realistic, scalable and most importantly provides an exceptional return on investment. Lastly, we deliver:

3) **Certified Happiness Leader™ training** for leaders, managers and team members that teach the principles of enterprise happiness to drive successful implementation and scalability.

About the Author

Nicholas Webb is a world-renowned healthcare strategist, bestselling author, and corporate consultant. He's the founding CEO of LeaderLogic, LLC a management consulting firm guiding businesses to unprecedented growth and profitability. His clients experience immediate and long-lasting strengthening of their profit position, and a return of up to ten times on their consulting investment.

Nicholas helps businesses build future-ready growth and profit strategies. He has worked with many leading healthcare organizations—including Pfizer, Blue Cross, Siemens Healthcare, the American Hospital Association, and the American Academy of Dermatology—to help them dominate their market in enterprise strategy, patient experience, and innovation. In short, Nicholas helps healthcare providers solve tomorrow's problems today.

As an inventor, Nicholas has devised one of the first wearable technologies and one of the world's smallest medical implants. He has been awarded over 40 patents by the US Patent and Trademark Office for a wide range of cutting-edge technologies.

Nicholas is the author of many books including *The Innovation Playbook, The Digital Innovation Playbook,* and his number one best-selling book, *What Customers Crave*. His recent groundbreaking titles include *The Innovation Mandate* (HarperCollins, 2019) and *The Healthcare Mandate* (McGraw-Hill, 2020).

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To learn more about how to build a culture of happiness that drives productivity, quality of work life, and enterprise success visit our website at:

https://mylearnlogic.com/happiness-as-a-strategy/

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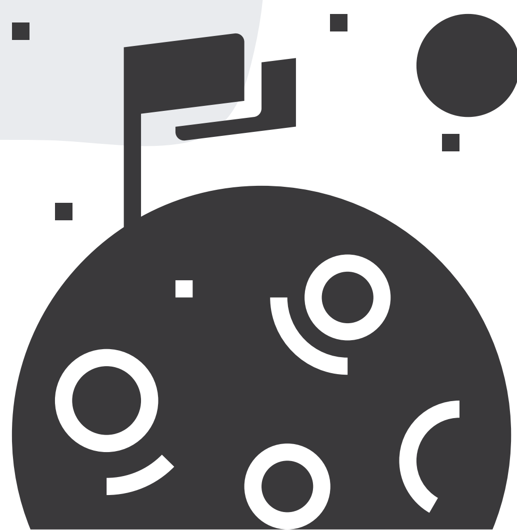

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