Workplace Positive Psychology Practices:
A "Quick" Guide to Implementation

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This handout contains a **summary of the guidelines** presented in the full-length webinar, *Workplace Positive Psychology Practices: An Evidence-Based Guide to Implementation* (accessible via: https://www.wwdpi.org/Webinars/Pages/Webinar.aspx?wbID=248). The practices include those that may be implemented by organizations or by individuals within organizations. Additionally, this handout includes a **list of resources** that may help those interested in promoting the adoption of these practices in an organization, and by individuals.

It is our hope that guidance from existing research as reflected in this guide and webinar can help to shape the effective implementation of positive psychology practices in organizations. We encourage you to view the full-length webinar linked above for a more detailed overview.

Questions? Contact ICHW@berkeley.edu

Summary of Implementation Guidelines:

The following guidelines were presented in the webinar as general guidelines for implementing these practices in organizations:

1. **Facilitate choice**

First, organizations should facilitate choice in positive psychology activity rather than imposing specific types of activities on employees. Related, research suggests that positive psychology activities may not affect everyone in the same way or to the same degree. Taken together, it is important to allow employees some degree of activity choice based on their personal needs and preferences.

2. **Provide appropriate support**

Second, organizations should provide employees with the support needed to perform these activities. These supports include providing access to informational and instructional resources, such as access to activity completion guidelines (some examples are provided below). Additionally, relatively intangible support, such as supervisor encouragement and involvement of employees' participation, is also needed for any organizational initiative, including positive psychology programs.

3. **Measure effectiveness**

Third, organizations would ideally measure the effectiveness of a workplace positive psychology program to test and document its real-word impact on organizationally-valued well-being outcomes such as work engagement and job satisfaction. Resources permitting, this step is critical for evaluating the extent to which activities are having the intended positive effects (if the program is not effective, measures should be taken to understand why the program is not effective and adjust accordingly). Notably, many organizations will need an organizational consultant skilled in program evaluation to effectively and appropriately measure program impact.

4. Solicit participant feedback

Fourth, organizations should solicit feedback from those employees participating in the program through mediums such as employee interviews, focus group discussions, and surveys asking employees to report their experiences with the program. This open-ended feedback can help organizations to understand how employees are experiencing the activities, and what the organization can do to better support them and the program. Again, a consultant may be useful for making sure the right questions are being asked and responses are evaluated appropriately.

5. Address well-being systemically

Last but not least, although the focus of the video and corresponding webinar is on *individually*-based activities, organizations should remember to address well-being *systemically* through organizational policies and practices that play a vital role in promoting employee well-being. These policies and practices include: supportive management, fair pay, a manageable workload, worker autonomy, family friendly policies, and the availability of developmental opportunities, to name a few. Put simply, organizations and individuals interested in cultivating employee well-being should remember that positive psychology activities are just one small part of a strategy to improve employee well-being.

Resources for Implementation

As noted in the webinar, employees and organizations have a range of positive psychology activities to choose from in the workplace based on employees' needs and preferences. These include: gratitude activities, acts of kindness, job crafting, and exercises for identifying and using personal strengths. Below are links to specific exercises mentioned in the webinar. Also listed below are other organizations that provide information and resources for those interested in practicing positive psychology.

Important Note: This is not an endorsement or prescription for any specific type of exercise in an organization. Whether and to what degree a positive psychology activity works depends on a number of factors, including but not limited to: organizational culture, leadership support, and characteristics of individual workers. Therefore, *please note that this list is simply meant to stimulate awareness of various positive psychology activities and resources for you to explore rather than to serve as a prescription for enacting certain types of exercises or programs within your organization.* With this in mind, ICHW highly recommends obtaining professional assistance from a consultant knowledgeable in these practices and employee well-being to help your organization determine the best course of action for your employees.

Links to Specific Exercises:

- Job Crafting™ Exercise: https://positiveorgs.bus.umich.edu/cpo-tools/job-crafting-exercise/
- Values-In-Action (VIA) Classification: VIAcharacter.org
- Clifton Strengths®: https://www.gallup.com/cliftonstrengths/en/home.aspx
- Reflected "Best Self" Exercise (RBSE™): https://positiveorgs.bus.umich.edu/cpo-tools/rbse/

Links to Organizations:

- Greater Good Science Center (Univ. of California, Berkeley): https://greatergood.berkeley.edu/
- Center for Positive Organizations (Univ. of Michigan): https://positiveorgs.bus.umich.edu/
- Positive Psychology Center (Univ. of Pennsylvania): https://ppc.sas.upenn.edu/