Index

Note: page numbers in italics denote figures or tables

Abercrombie & Fitch 164
acceptance, Buddhist 143
achievement 3, 33–9, 41, 46, 166, 168
see also goals; success
adrenalin 128
Aer Lingus 58
airline pilot example 172
airport security example 187
alienation of workers 111
American Declaration of
Independence 118, 119
American workers 99, 173
Amritsar, Golden Temple 68
analogies 78–9
ANC (African National Congress) 123
annual reports 166
anti-personnel mines 75
anxiety 93, 101, 128
apartheid example 118
appreciated, being 48, 56–7, 60, 62
archaeological dig 31–2
Aristotle 3
arrogance 129, 148
Asian culture 93
athletes, recovery time 172
attention 131, 134, 142
see also focus
attitude 69–70
avoidance strategies 131–2
Babatsky, Mark W. 68, 173, 175
Bandura, Albert 137–8
banker, female 58, 150
Barings incident 126–7
Bate, Isaac 164
Baxter Healthcare 157
Beattie, Juli 120
bed-making example 112
behavior 61–2, 88, 103
being in the present 67
being listened to 48, 49–53, 62
beliefs 108–9, 148
benchmarking 175
Bhandari, Romesh 68–9
BlackBerry question 101, 104
Blair, Betsy 93, 119, 170
Blanco, Dianne 33, 52
blogosphere 71, 182
Board of Regents for State of
Florida 162
Bodleian Library 14–15
Boissier, Paul 109, 140
Bonham Carter, Edward 57, 89
boredom 75
Bossidy, Larry 107
Index

boss/respect 17, 18, 28
bottom-up approach 22–3, 30
Botton, Alain de 111, 114, 143, 152
breakthroughs 130
Brick, Anita 56, 134
Briner, Rob 75
Brinks Mat bullion heist 150
British Airways 58–9
broaden-and-build model 120–1
Brown, Gordon 120
Buddhism 3, 56, 144, 151
Buffett, Warren 107
bureaucracy 89
bureaucrazy 184
burnout 45, 113, 172
business education material 87–8
Bywaters, Alan 38
cab driver example 93, 180
calling 116
cardiac and transplant surgery 173
career plan 17, 116, 141, 143–4
Cauvy, Christophe 50
centering 135, 148
CERN 88, 114, 164
challenges
easier-to-manage 183–4
harder-to-manage 184–5
potential 170, 184
stress 182–3
Chapman, Gary 164
Chapman, Philippa 19
charity, working for 120, 121–2
checking in 166
Chilcott, Martin 69
Chinese company example 96
choices ix, 66
Christianity 151
civil servants study 173
 cleaners, examples 58, 113, 114, 116
clinical psychologist example 80–1
closure 80
crises 17, 20
coaching 18, 49, 179
cognitive behavioral therapy 134
Cohn, Bob 71, 86, 162–3
Coleridge, Paul 141
collaboration 88
colleagues 28, 91, 94–5
see also peers
Colombians 65
Commitment x
beliefs 108–9
case study 121–2
and Contribution 125
control 105
downturn 146
elements of 24, 108, 108–9
and happiness at work 107
hours worked 174
and impact on world 109, 114
job crafting 117
relishing job 109
and Trust 157
vision 119, 124
see also engagement
commonalities 97
competence 64, 66
complexity of jobs 126
Confidence x, 3
case study 146–7
coping 127–8
developing 180
elements of 127–8, 148
getting things done 129–36
lack of 126–7, 128
mindfulness 148
performance 147
psychological capital 8, 126, 128
reducing 135
risk 126
self-belief 24, 137–41, 180
understanding role 141–7, 148
wanting to stay in job 144–5
world economy 5
conformity 174
connection 66, 68–9, 153
consensual working culture 93
consistency 157
constraints, understanding 101
Contribution x, 3, 24, 33
    and Commitment 125
     importance of 62
inside-out 31–3, 41–2, 46, 60–1
interactions 48
listening 51, 53
maximizing 41
output 73
outside-in 32–3, 46, 48, 56–7, 60–2
    and Pride 168
raising issues 43
respect from boss 58–61
skills 181
vision 119
control
    anxiety 101
    and Commitment 105
    and Culture 85
daily activities 91, 100–5, 106
decision-making 104–5
efficiency 184
internal/external 103–4
personality factors 103–4
product launch 102–3
responsibility 105
sense of 17, 18, 104–5
Conviction x, 24, 80–1
    and impact on world 63, 81–3, 84
    coping mechanisms 75, 76, 77–8, 84,
     127–8
cortisol levels 110, 128
cost savings 110
costs/productivity 151
counseling 76–7
co-workers: see colleagues
Csikszentmihalyi, Mihaly 67, 117
Culture 24
burning platform imagery 88
case study 102–3
compromise 85–6
decision-making 104–5
diversity 86, 105–6, 154, 165–6, 173
do-as-you-would-be-done-by
    rule 100
dress code 85–6
elements of 90–1
energy 93
farming metaphors 89
fixed–fluid continuum 89–90, 91,
    92–3, 106
identifying 87–9
language 88–9, 106
norms 85
respect 59, 61
sporting metaphors 87–8
systematic/organic/chaotic/
    static 89–90
warlike metaphors 87
working environment 85–6
curiosity 183
daily activities 100–5, 106, 111
Daniels, Ann 43, 133, 136, 183
Dante Alighieri 151
darts players 133–4
Das, Mohammad 93
data collection 15–16, 18–19, 43
Davis, David 37, 116
decision-making 104–5, 111
deleagting 73
demotivation 64
Depression (1930s), experience of 75
depression, reducing 110
destabilizing of workplace 45
Dipofi, Leah 55
distraction 131
distress 76–7
do-as-you-would-be-done-by rule 100
Dolce, Tony 154
dopamine 65
Dorje, Trinlay Thaye, His Holiness, The 17th Gyalwa Karmapa 66, 133
downsizing 45
downturn, managing 146
dress code 85–6
driving skills 134–5
Dubai 14
Dweck, Carol 57

earthquakes 53
Easterlin, Richard 71
Eastern Airlines 162–3
economic recession 162–3, 170, 188
Edmunds, Laurel 20, 22–3, 149
effectiveness 29, 63, 73, 74, 83
efficiency 29, 63, 73, 74, 83, 184
Efficiency Movement 6
effort 26–7, 31–2, 38, 65, 96, 138, 171
Ekman, Paul 59
Elder, Glen 75
emails, copying in 164
emotion
experience 11, 76, 77
hope 125
positive 120–4
relishing job 91
self-conscious 152–3
and Trust 158
see also broaden-and-build model
employee turnover 102
employment 96
enabling–restrictive continuum 89–90, 93
energy
and Culture 93
effort 171
fatigue 172
goals 38
and happiness at work 2–3, 28
interest 115
mindfulness 186
potential 169, 170–4
productivity 188
psychological capital 8
engagement 9–10
Gallup 95
and happiness at work 3, 10–11, 13, 28
interest 115
mental 12–13, 136
vital 117–18, 125
see also Commitment
entomologist example 81–2
Epicureans 3
Ericsson, Anders 179
European Commission 64
European workers 173
excellence, pushing for 170
ex-colleagues 175
expectations 141, 142–3, 160–1
experience
broadcasting 79
in common 165
emotion 11, 76, 77
learning from 78
personality factors 128
and Pride 152–4
success 138
see also flow experience
external resources 77
eye contact 50–1, 58, 86
facial expression 50–1, 58–9
factions 99
failure 124, 181
fairness 91, 98–100, 106
farming life 37, 89, 116
fast-tracking 178
fatigue 172
favoritism 99
feedback
demotivating 53–4
increased 60–1
peers 55, 180
performance 179–80
positive 48, 53–6, 54, 62, 129
and Recognition 164
strengths-based 176–7
uncertainties 60
usefulness 54–5
feedforward 53, 54–6, 62
feel-good factor 65
feelings, disclosure of 95
Felt, Amanda 180
fiduciary duty 6
financial capital 6–7
financial services example 99
Financial Times 34
financial value 13, 27
5Cs x, 23–5, 30, 145, 163, 168
see also individual elements
fixed–fluid continuum,
Culture 89–90, 91, 92–3, 106
flexibility in approach 92, 143
flow experience 67–8, 117–18, 132
focus
attention 134
global sales force 147
goals 130
inability to 133
loss of 45
maintaining 129
on task 22, 25, 26
focus groups 15–16, 22, 30, 81
foot-and-mouth disease 116
Frankl, V.E. 111
Franks, Lynne 130, 174
Frederickson, Barbara 120–1
Freud, Sigmund 170
Friends of the Earth 98
friendship at work 95
Fuld, Dick 34
fund management business 89
future-orientation 124
Galileo company 105
Gallup 72, 95, 175
Gandhi, Indira 68
Gates, Bill 71
gender differences
happiness high 120
hours worked 173
lunch breaks 18
skills 181
time on task 27
genes 11
getting things done 129–36, 148
Ghosh, Shikhar 85–6, 143, 174
gift-giving 165
Ginzel, Linda 177
Gitlis, Ivry 49
Giuliani, Rudy 107
global business values 5
global sales force 96, 146–7
goal traps 34–6
goals
changing with age 37
conflicts in 38
consequences 35–6
creating 47
determining 36, 38
diamond 38
energy 38
focus 130
motivation 36, 37
and objectives 39–41
organizational 35
perception of 38
personal 35
realistic 37
resources 38
risk culture 38
stretched 37
see also achievement; success
Goldman Sachs 137, 152
golfers 133
goodwill 7
Gosden, Chris  37, 95, 174
Gowers, Andrew  34
gratification, delayed  130–1
greetings  59
group learning  68

hangover effect  11
happiness  2–3, 11, 12, 13, 28, 68, 70–1, 72
happiness angels  85
happiness at work  viii, ix
    achieving  1–2
    assessment of  19
    benefits  2–3, 13
    and Commitment  107
    complexity  188
    and Contribution  33
    and Culture  105–6
    defined  3–5, 18
    effort  26–7, 31–2
    and engagement  3, 10–11, 13, 28
    financial value  27
    hours worked  173
    individual/group level  4
    and job satisfaction  8, 9, 10–11, 13
    money  72
    outcome measures  21
    performance  19
    potential ix, 5, 28, 30, 185–6
    and Pride  153–4
    productivity  10, 19–20, 22, 25–7, 28, 30, 89–90, 171
    promotion  166–7
    sick leave  171
    statistics  2–3, 16, 28, 142–3
    structure of  24
    time on task  25, 26
    see also  5Cs
happiness books  5
happiness high  120
happiness scale, validated  21–2
Harvard Business Review  87–8

Harvard Business School  87
health  2
health care user fees  120
heart disease, reduced  110
hedonic treadmill  71–2
Hefes, Sylvain  104, 137, 152
helping others  12, 70
Herzberg, F.  163
High Court judge  141
highs/lows  3–4, 5, 120
hinterland, developing  144
hippocampus  180
Hirsi, Habibo  57
HIV  181
holiday rentals example  112
honeymoon effect  11
hope  8, 122–4, 125
hormones  74–5
hospital emergencies  75
hours worked  20, 22, 172–4
House, Paul  51, 150–1
human capital  7, 170
humanistic psychology  65
humility  127
Hunger Project  40
hunter-gatherers  174
hyperventilation  128

ideal job specification  17–18, 22
identity  96, 117
Idle, Matt  115
immune system  2
imposter syndrome  45
Indian Airlines  68
individual/group level  4, 71, 152
industriousness  32
influence, ability to  91
information gathering  16
Innocent company  56
insights  140
instant messaging  182
instincts  140
interactions 48, 68–9, 86
interest in job 115–18
internal outreach program 61
internal resources 77
interviews 16–17, 22, 30
job 156–7
intranets 182
intuition 139–41
investing in self 112
investment banks 158, 159
iOpener 15, 53, 69–70
iOpener People and Performance Questionnaire 22–3, 189
IT manager 178
Japanese workers 173
job
being good at 17
complexity 126
expectations 141, 142–3
interviews 156–7
wanting to stay 141, 144–5
see also relishing job
job crafting 116, 117
job cuts 110
job reframing 116–17
job satisfaction 8, 9, 10–11, 13
job security 44–6, 47, 60
Johannesburg 14
Johnston, Alan 51, 78
journalist example 109
judgment, trusting 44, 141
juggler analogy 78
Jung, Karl 170
Juniper, Tony 98, 114

Kaiser, R.B. 178
Kaplan, R.E. 178
Kennedy, John F. 117
Kidder Peabody case 107, 167
kilim designing 101
“The Knowledge” 180
knowledge workers 22, 72
Kouzes, J.M. 119
Lane Fox, Martha 71, 171–2
language
behavior 88
and Culture 88–9, 106
imagery 88–9
positive 124
power of 87–8
and Recognition 164
of sharing 88
understanding 50
Lapid, Yair 45
LastMinute.com 171–2
lateral thinking 143
leaders 49, 103, 120, 151
learning 78, 181–2, 186
Legarda, Loren 109, 114, 123
Lehman’s 34, 129, 170
Leland, Olivia 114, 116
Liao, Bill 40, 51
librarians 75
lifeboat image 78
limit-setting 104
Lindsay, Julia 19, 155
listening
and Contribution 51, 53
deep 51–3, 62
degrees of 50–2
power of 49, 50
reciprocity 52–3
see also being listened to
Loehr, Jim 172
London 14, 83
London Business School 17, 23
London cab drivers study 180
loyalty 93
luck 143
lunch breaks 18
luxury brands business example 86
Lykken, David 11
Macdonald, Alan 75
Madoff, Bernie 160
Maguire, Eleanor 180
Makhtoum, Sheikh 68
Makin, Louise 44, 94, 110
making a difference 114, 115
“Making Slough Happy” 5
Maldives 74
Malé 74
Mansell, Nigel 57
manufacturing business example 85–6
Maqogi, Monwabisi 123
Marx, Karl 111
marketing team 102–3
Maslow, Abraham 111
Mawson, Andrew 112, 140
meaningful work 110–13, 122
philosophers on 111
psychologists on 111
see also worthwhile work
meaning-making 51, 79–80, 111
meditation 110–11
mental engagement 12–13, 136
mental imagery 78, 135–6, 148
mental suffering 133
mentoring 61, 104–5, 175
metaphor 87–8
Michelangelo 117
Milan 14
mind tools 132–6, 148
mindfulness
and Confidence 148
diamond goals 38
energy 186
highs/lows 4
mental imagery 136
motivation 70
psychological capital 188
mindset 185
Mine Action Coordination Centre of Afghanistan 75
mine detecting 75
Minnesota twin studies 11
Mischel, Walter 130–1
money 70–2, 162–3
Moscow 14
motivation
attitude 69–70
and Conviction 63
enhancing 83
goals 36, 37
and happiness at work 3, 28
and impact on world 65
increasing 70
knowledge workers 72
losing 64, 80–1
meaningful work 110–12
metaphors used 87, 88
mindfulness 70
money as 70–2
and performance 14
productivity 64
psychological capital 8
self-control 129, 130–1
self-talk 135
source of 65
telltale signs of 66–7
temperature tests 67–8
theories 66
vision statement 118
willways 124
mountain climbing example 127–8
Mtumbuka, Matthews 181
multinationals 87, 102–3
Munthe, Nelly 101
Myers-Briggs Type Indicator 170
Naftalis, Gary P. 64, 107, 114, 167
Nakamura, Jeanne 117
narcissism 152
narcotics operation 65
NASA janitor 117
Nasheed, Mohamed 74
negativity 69, 124
neonatal nurses 140
neurotransmitters 74–5
New York Times 157
newsletters, internal 154–5
NGOs (non-governmental organizations) 121–2
9/11 attack 74, 77, 78–9, 92
Nissenson, Marilyn 38, 78, 169
norms, cultural 85
note-sending 56
nursing, culture of 93
objectives, goals 39–41
observing others 138
obstructionism 69
Octel Communications 71, 86
The Office 5
office politics 99
O’Hayer, Patricia 54, 157
optimism 8, 12, 63, 143
organization
connection 153
goals 35
and Pride 153, 154–5
procrastination 132
recommending to a friend 141, 145, 148, 149
and Trust 155–62, 168
vision 118–20, 124, 125
organizational values
appreciating 95–8
effort 96
misunderstandings reduced 97
persistence 97–8, 106
psychological capital 96–7
recognizing 102
outcome measures 20–2
output 22, 57, 73
over-confidence 129
overtime 20, 22
Oxfam 53
Oxford Business School 17
Palmer, Jeremy 127, 129
panic attack 128
Pappas, George 55, 73
Papua New Guinea 95
Parr, Adam 57, 92, 135, 153
partnerships 55, 87, 155–6
passive thinking 73
pathways 123, 124
Pauss, Felicitas 88, 114, 164
peers 164, 174, 180
People’s Liberation Army 153
Pep Stores 89, 113
performance
anxiety 128
Confidence 147
feedback 179–80
happiness at work 19
loyalty 93
mental imagery 135–6
and motivation 14
sports 134
persistence 67, 97–8, 106
personal life 1, 37–8, 68–9
personality factors 11–12, 103–4, 128
persuasion 138
pessimism 12, 123–4
pesticides 81–2
Phelps, Edmund S. 22
Pillai, Nisha 79
Piper Alpha tragedy 88
placements 181–2
plate-spinning analogy 78
poetry 117
polar exploration examples 43, 133, 136, 183
positivity 49, 133, 143
Posner, B.Z. 119
post-traumatic stress disorder 74
potential, reaching 169–70
challenges 184
and Conviction 63
energy 169, 170–4
potential, reaching (Cont’d)
and happiness at work ix, 5, 28, 30, 185–6
relishing job 91
skills 186
strengths 169, 186
preferences, natural 170–1
Pride 149–50
binding agent 150–1
and Contribution 168
cultural differences 154
defined 151–5
experience of 152–4
5Cs x, 30, 167, 168
groups/individuals 154
leaders 151
low 155
organization 153, 154–5
psychological capital 151–2
recommending organization 145
and Trust 25, 150–1
problem-solving, virtual 182
procrastination 131–2, 148
Procter & Gamble 129
product launch 102–3
productivity
costs 151
energy 188
and happiness at work 10, 19–20,
22, 25–7, 28, 30, 89–90, 171
hours worked 173
motivation 64
promotion 39, 166–7
Pryce-Jones, Jessica 149
psychic energy 171
psychodynamic theories 170
psychological capital ix, 6, 13
and Confidence 8, 126, 128
and Conviction 63
experiences in common 165
highs/lows 120
job insecurity 45
language imagery 88–9
liking colleagues 94–5
meaningful work 110–12
mindfulness 188
organizational values 96
preferences 170–1
and Pride 151–2
raising issues 43
resilience 75
skills 180–1
psychological research methods 15
psychological suffering 133
psychological well-being 106, 113, 144
public sector employees 99
purpose 12–13, 17, 65, 110, 113–15
quality assurance 150
questionnaires 17, 18, 22–3, 30, 189
Race Across America 185
raising issues 42–4, 47
randomized controlled trials 76
rapport 177
rat experiments 54
reactions, positive/negative 159–60
reciprocity 52–3, 68–9
Recognition
achievements 33, 162–7, 168
appreciation 56
defined 25, 151
and feedback 164
5Cs x, 30, 163, 168
how it works 163–7
language 164
money 162–3
peers 164
recommending organization 145, 149
satisfaction 167
strengths 175–6
recommending to a friend 141, 145, 148, 149
reconciliation 66
recovery time 172, 186
red tape 184
redirection 134, 142
Rees, Jim 185
rehearsal, mental 136
relationships: see working, relationships
reliability 157, 160
relishing job 3, 91–3, 102, 106, 109
reputation 64
research subjects 16–17, 23
resilience
closure 80
and Conviction 63, 74–81
coping 84
developing 75
effectiveness 74
efficiency 74
mental 78
psychological capital 8, 75
respect
from boss 17, 18, 28, 48, 58–61, 62
from colleagues 28
culture 59, 61
examples 59
facial expression 58–9
lacking 60
mine detecting 75
responses, mind/body 139
responsibility ix, 49, 69–70, 105, 158, 162
results 157
retrospect 143, 169
ripple effect 49
risk culture 38
risk-taking 43, 156, 157, 159
RNLI (Royal National Lifeboat Institution) 109
Robson, Mark 41
role ambiguity 184–6
roles, understanding 141–7, 148
Rosberg, Nico 135
Royal Navy 166
Rumboll, Elaine 183
rumors 102, 157
Ryff, Carol 113
sabotage 100, 103
Salomon Brothers case 107, 167
satisfaction 41, 167
Schultz, William 36, 129
Schwartz, Tony 172
Schwarzenegger, Arnold 45
Scott, Diane 173
Scott, Kate 114, 181
self
aligning 66
responsibility ix
self-actualization 111
self-awareness ix, 39–41, 83
self-belief
and Confidence 24, 127, 137–41, 180
developing 139–41
efficiency 29
psychological capital 8
renewed 147
success 45, 148
self-control 129, 130–1, 139, 148
self-distraction 131
self-efficacy 137
self-esteem 137, 179
self-fulfilling prophecies 132, 174, 184
self-love 152
self-talk 124, 134–5, 148
self-worth 8, 137, 152
sense-making 83
service economy 8
service to others 114, 115, 165
7/7 London bombings 83
shareholders 6
Shukman, Henry 114, 117, 139
sick leave 20, 22, 28, 29, 94, 171
Sikka, Marut 67
silence 50
Sills, Eileen 83
Sim, Jack 171, 184
Simpson, John 153
skills
and Contribution 181
development 33, 111, 170
failure 181
gender differences 181
learning 180–2
placements 181–2
potential, reaching 186
practice 179–80
psychological capital 180–1
strengths 176–7
Skinner rat experiments 54
Skoll, Jeff 71
Smith, Adam 7
Smith, Malcolm 104
Snyder, Rick 123, 124
soap box openings 129
social capital 6, 7–8, 13, 88–9, 94–5, 126
social support 94, 95, 106
societies/individuals 71
Special Forces, UK 65, 114, 141, 156
sports performance 134
sports psychologists 134–5, 136
sports surgeon example 52
STAR acronym 69–70
staying in job 20, 22
staying in touch 166
Steyn, George 88, 113
Stocking, Barbara 53, 120
Stoics 3
strategy team event example 127–8
strengths 174–5
context-specific 177
downfall 178
feedback 176–7
over-using 177, 178
potential 169, 186
and Recognition 175–6
skills 176–7
stress 2, 8, 75, 182
structured working methods 93
Studholme, Lucy 112
submarine commander 140
success 45, 138, 143, 148, 166
see also achievement; goals
success breeding success 39, 124
Surve, Iqbal 32, 97, 118
tasks, cool qualities 131
Taylor, Frederick 6
teaching 181
team working 15–16
Tel Aviv 14
Tellegen, Auke 11
Terwitte, Paulus 110–11
thanking people 57, 59
teaching 181
team working 15–16
teaching, in-house sessions 23
touch, cultural differences 165–6
touching, big differences 165–6
training, in-house sessions 23
treat-giving 165
Trust
benefits 159
big issues 159–60
and Commitment 157
defined 156–8
developing 160–2
emotion 158
eroded 5, 158, 159
5Cs x, 30, 145, 149–50, 167, 168
listening skills 49, 50
lost 150, 151
low 156
organization 155–62, 168
pressure 157
and Pride 25, 150–1
risk-taking 156
violated 158
24-hour business 104
twin studies 11
Two-Factor Theory (Herzberg) 163
undermining confidence 138
understanding 50, 101, 141–7, 142–3, 148
unemployment 114–15
user groups 182
validation 51, 62, 83
validity of results 29
values
financial 13, 27
global business 5
organization 95–8, 102, 106
personal 97
rank-ordering 98
real/added 6
workplace 91
venture economy 64
vision, organization 118–20, 124, 125
voicemail 71
volunteering 38, 115–16

Wall Street Journal 22
Walsh, Willie 58, 78
wanting to stay in job 20, 22, 144–5
weaknesses 177, 186
Wegner, Dan 133
Welch, Jack 6, 107
well-being 12–13
Wellington, Duke of 57
Whitehall studies 99, 173
wiki site 61, 182
Willenz, Avigdor 105
William of Wykeham 59
Williams, Frank 92
Williams Formula 1 team 57, 92, 135, 153
willways 123, 124
winning 64, 87–8
work: see happiness at work;
meaningful work; worthwhile work
working
environment 9–10, 29, 85–6
reasons for 113–14, 115
relationships 100–5, 157, 159
workplace 12–13, 91
destabilizing of 45
World Toilet Organization 171, 184
worthwhile work 17, 109–15, 125
see also meaningful work
Wrightson, Stewart 150
writing fiction 41
Wrzesniewski, Amy 115, 116
yin/yang effect 4
Yoeli, Rafi 159, 184
Young, Mike 12, 166