Joy in Work

22nd July 2022

Julia Wood

Oh Please!

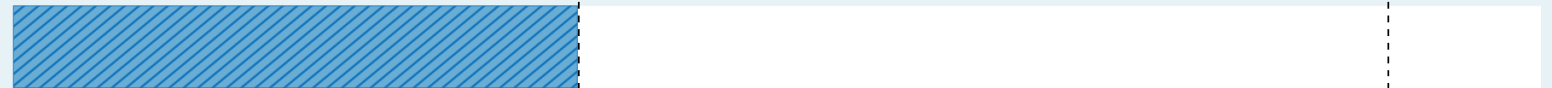# Why Joy in Work?

The Joy Gap at Work

A survey of more than 500 workers found that, while the vast majority of respondents expect to feel joy at work, comparatively few actually do.

The average person spends 90,000 hours at work in their lifetime – one third of your entire life

Expect to feel joy: **90%**
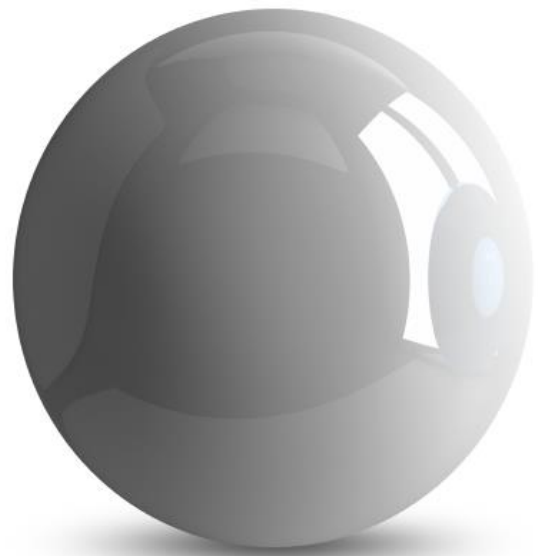
Actually feel joy: **37%**

"Joy gap": **53%**

HBR

What brings you joy at work?

What makes you sad or irritated at work?

Why Joy in Work?

- Purpose driven work can lead to an increased risk of burnout *When Passion Leads to Burnout (hbr.org)*

- Trusts with more engaged staff tend to have higher patient satisfaction, with more patients reporting that they were treated with dignity and respect *Staff engagement (The Kings Fund)*

- High levels of stress are associated with errors that can harm patient care, and in the acute sector it is associated with higher levels of mortality *It doesn't have to be this way – Michael West (The British psychological society)*

- Incivility: Civil environments matter because they reduce errors, reduce stress and foster excellence *Civility Saves Lives*

- Stressors at work can lead to anxiety, anger, unethical behaviour, poor decision making and chronic exhaustion and burnout *To Cope with Stress, Try Learning Something New (hbr.org)*

Why Joy in Work?

- Chronic work stress is associated with cardiovascular disease, hypertension, heart attacks, addictions, cancer, diabetes, and more severe mental health problems including depression *It doesn't have to be this way – Michael West (The British psychological society)*

- Compassion Fatigue: Those most at risk of compassion fatigue are those medical and mental health providers who are caring day after day for patients

- Stress is contagious *Making Sure Your Stress Isn't Contagious (hbr.org)*

- In the NHS the most reported reason for sickness absence is anxiety/stress/depression/other psychiatric illnesses *NHS Sickness Absence Rates April 2020, Provisional Statistics - NHS Digital*

Stress: Do any of these apply to you?

Stresslaxing
Being so stressed that relaxing makes you more stressed because you're not working on what's making you stressed.
(Urban Dictionary, 2020)

Microstress
Being bombarded with numerous small stressors throughout the day (sometimes 20 – 30), which can ultimately build up and have a big impact.
(Rob Cross, Jean Singer, Karen Dillon 2020)

Metastress
When you are stressed about having stress.
(Kristi Hedges, 2019)

Negativity bias

We are hardwired to focus on negative things

Inequalities of happiness

- Research paper: Pursuing Happiness: The Architecture of Sustainable Change *(S. Lyubormirsky, K.M. Sheldon & D. Schkade 2005)*

- The Hedonic Treadmill – overtime revert to your 'set point' *(Brickman & Campbell, 1971)*

Intentional activities

40%

50%

10%

Genetics

Circumstances

Two important facts about happiness

Fact 1: Happiness leads to success

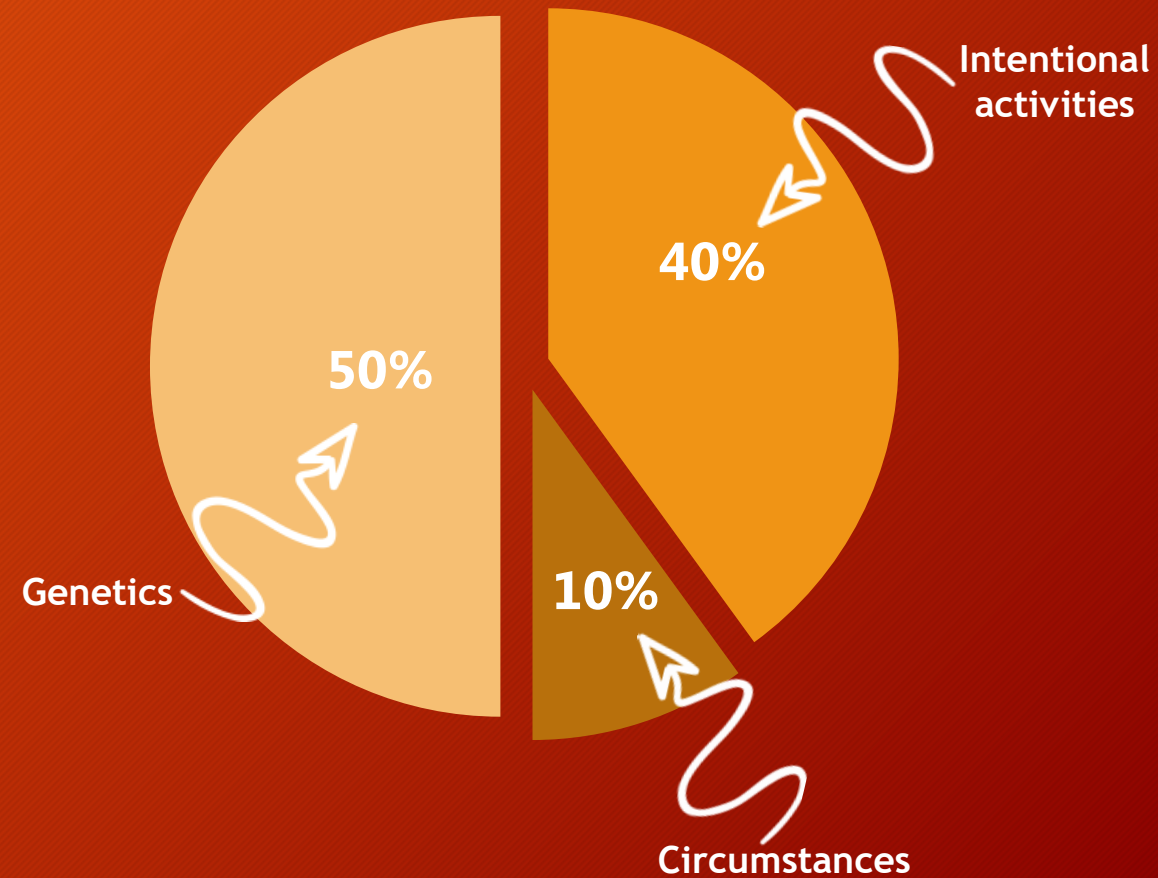Conventional wisdom has always had us believe that success leads to happiness, but extensive research has shown that it's actually the other way round. *(HBR 2012 & University of Warwick 2015)*

Fact 2: We're not happy when we're chasing happiness

We're happiest when we're not thinking about it, but when we're enjoying the present moment. *(HBR 2015)*

15s30m welcome - YouTube

15s30m Missions

IHI Framework for improving Joy in work

Physical and Psychological Safety

Organisation
(supportive work context, commitment-based HR practices, high-quality relationships)

Group
(Inclusive leadership, role clarity, interdependence, autonomy, peer support, trust, mutual respect)

Individual
(Proactive personality, emotional stability, learning orientation)

Psychological Safety

Managing psychological safety in debriefings: a dynamic balancing act | BMJ Simulation & Technology Enhanced Learning (2020)

Meaning and Purpose

Engaged staff are at a higher risk of burnout *(1 in 5 Employees Is Highly Engaged and at Risk of Burnout (hbr.org)*

Choice and Autonomy

- Staff feel like they have some choice in how they go about their daily responsibilities

- They have a voice in the way things are done in daily work

- Staff are part of the decisions on processes, changes, and improvements that affect them

Figure 1: The ABC framework of nurse and midwife core work needs

Autonomy
The need to have control over one's work life, and to be able to act consistently with one's values

- Authority, empowerment and influence
  Influence over decisions about how care is structured and delivered, ways of working and organisational culture
- Justice and fairness
  Equity, psychological safety, positive diversity and universal inclusion
- Work conditions and working schedules
  Resources, time and a sense of the right and necessity to properly rest, and to work safely, flexibly and effectively

Belonging
The need to be connected to, cared for by, and caring of colleagues, and to feel valued, respected and supported

- Teamworking
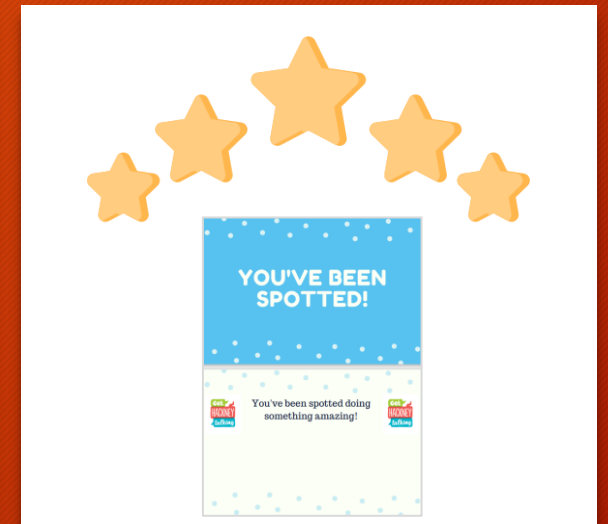 Effectively functioning teams with role clarity and shared objectives, one of which is team member wellbeing
- Culture and leadership
  Nurturing cultures and compassionate leadership enabling high-quality, continually improving and compassionate care and staff support

Contribution
The need to experience effectiveness in work and deliver valued outcomes

- Workload
  Work demand levels that enable the sustainable leadership and delivery of safe, compassionate care
- Management and supervision
  The support, professional reflection, mentorship and supervision to enable staff to thrive in their work
- Education, learning and development
  Flexible, high-quality development opportunities that promote continuing growth and development for all

The courage of compassion: Supporting nurses and midwives to delivery high-quality care Sept 2020)
word template (kingsfund.org.uk)

Recognition and rewards

- Who the recognition comes from
- Timing
- Make it public
- Details matter

Research: A Little Recognition Can Provide a Big Morale Boost (hbr.org) March 21

Participative Management

Leaders should:

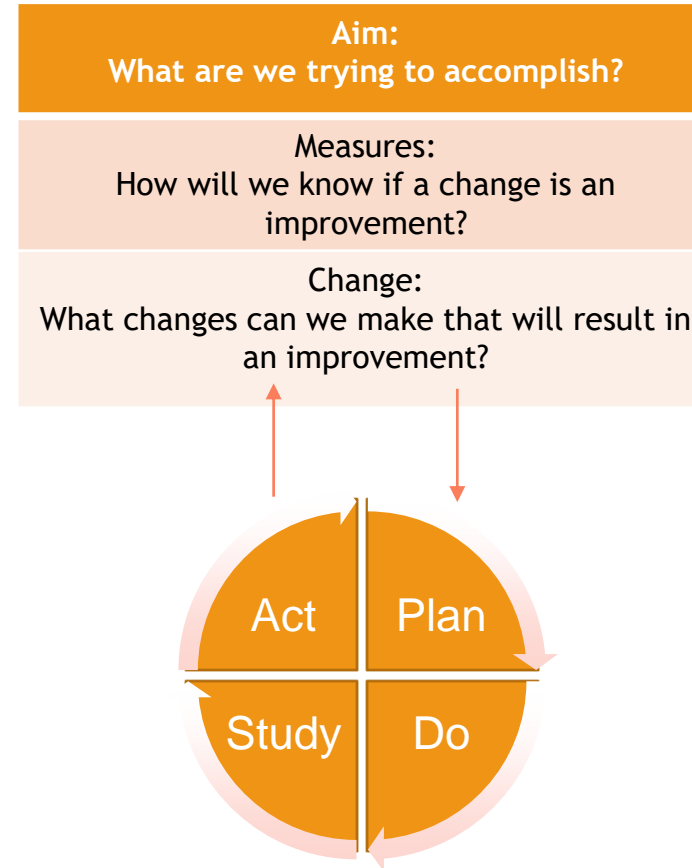- Engage before acting
- Inform
- Listen

Camaraderie and Teamwork

- Social cohesion is generated through productive teams, shared understanding and trusting relationships

- Do you and your team:
    - provide mutual support and companionship?
    - feel you are all part of a team, working together towards something meaningful?
    - trust the organisation's leadership?
    - feel leaders regularly practice transparent communication?
    - regularly express appreciation for each other's work?

Daily Improvement

Use of quality improvement tools and techniques to identify, test, and implement improvements

Aim: What are we trying to accomplish?
Measures: How will we know if a change is an improvement?
Change: What changes can we make that will result in an improvement?

Act | Plan

Study | Do

Wellness and Resilience

8 STEPS TO BECOME MORE RESILIENT

1 **Accept change**
Find ways to become more comfortable with change.

2 **Become a continuous learner**
Learn new skills, gain new understanding and apply them in times of change.

3 **Take charge**
Take charge of your own career and your own development.

4 **Find your sense of purpose**
Helps you to assess setbacks within the framework of a broader perspective.

8 **Skill shift**
Reframe how you see your skills, talents and interests.

7 **Reflect**
Reflection fosters learning, new perspectives and self-awareness

6 **Cultivate relationships**
Develop and nurture a broad network of personal and professional relationships.

5 **Pay attention to self-identity**
Form your identity apart from your job.

Center for Creative Leadership

Measurement

- Long Term Systems measures:
  - Turnover
  - Retention
  - Sickness/abse...
  - Staff survey (...

- Short term measures:
  - Counters
  - Questionnaires
  - Apps

Staff left incensed at 'happy or not' machines installed in canteens and offices the heart of Government

- Terminals allow workers to press a number of buttons to reflect their mood
- However, the attempt to keep staff spirits up has been branded 'patronising'
- Intranet page also said to allow staff to anonymously compliment each other

By GEORGIA EDKINS WHITEHALL CORRESPONDENT FOR THE MAIL ON SUNDAY

PUBLISHED: 02:26, 3 April 2022 | UPDATED: 02:27, 3 April 2022

East London Foundation Trust

Example questionnaire questions

	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
I am treated with respect every day by everyone who works within my team					
People generally support one another in the team within which I work					
Overall I believe I work in an excellent team					
I feel I have control over my daily work					
I have the resources I need to do my job well					
My manager encourages me to suggest ideas for improvement					
My manager treats me with respect					
I regularly feel burned out from my work					

Getting started

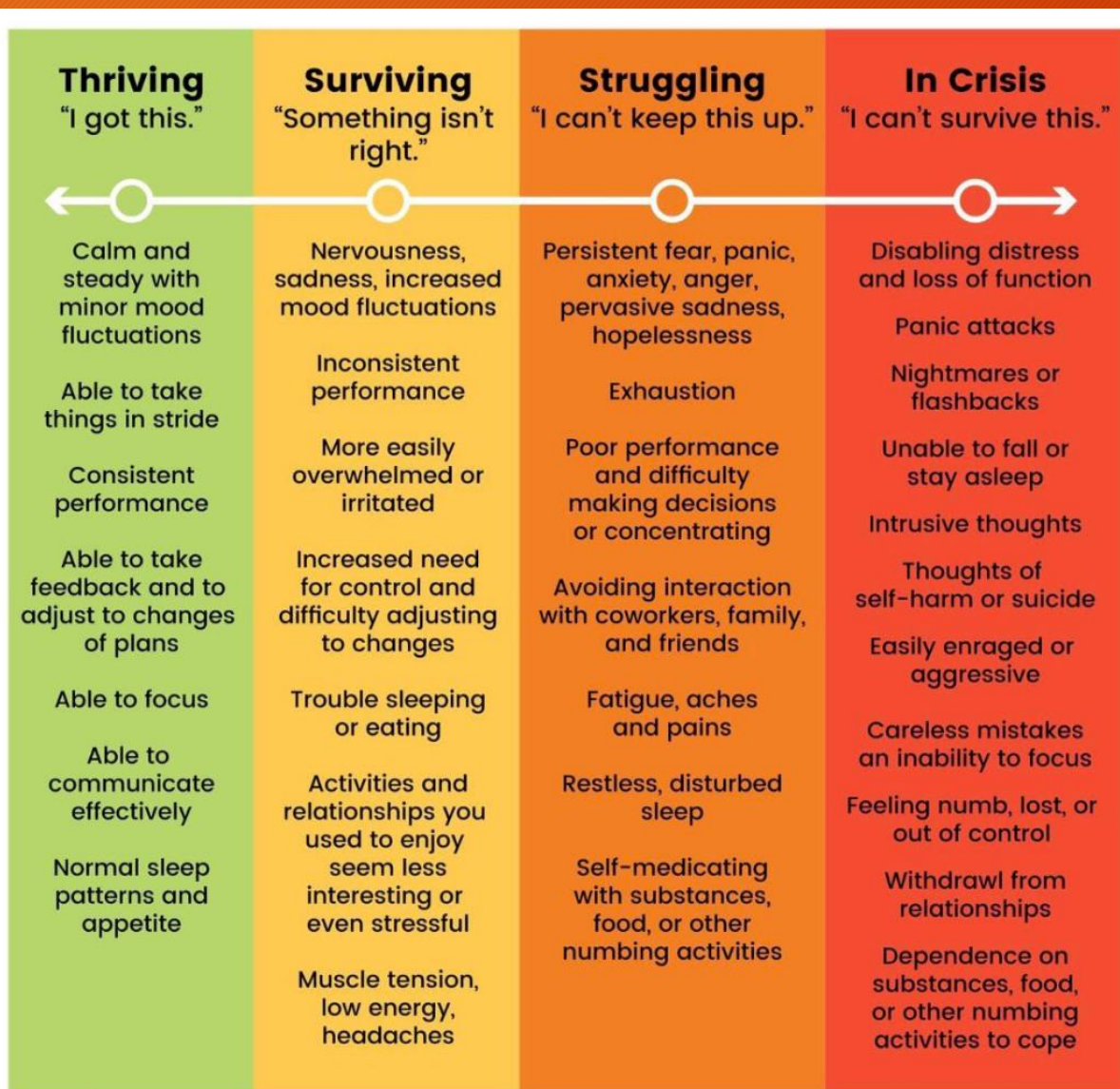- Ask staff, "What matters to you?"
- Identify frustrations (pebbles in your shoes)
- Commitment to making joy in work a shared responsibility
- Use improvement science to test approaches to improving joy in work

Identifying frustrations and root causes

Thriving	Surviving	Struggling	In Crisis
"I got this."	"Something isn't right."	"I can't keep this up."	"I can't survive this."
Calm and steady with minor mood fluctuations	Nervousness, sadness, increased mood fluctuations	Persistent fear, panic, anxiety, anger, pervasive sadness, hopelessness	Disabling distress and loss of function
Able to take things in stride	Inconsistent performance	Exhaustion	Panic attacks
Consistent performance	More easily overwhelmed or irritated	Poor performance and difficulty making decisions or concentrating	Nightmares or flashbacks
Able to take feedback and to adjust to changes of plans	Increased need for control and difficulty adjusting to changes	Avoiding interaction with coworkers, family, and friends	Unable to fall or stay asleep
Able to focus	Trouble sleeping or eating	Fatigue, aches and pains	Intrusive thoughts
Able to communicate effectively	Activities and relationships you used to enjoy seem less interesting or even stressful	Restless, disturbed sleep	Thoughts of self-harm or suicide
Normal sleep patterns and appetite	Muscle tension, low energy, headaches	Self-medicating with substances, food, or other numbing activities	Easily enraged or aggressive
			Careless mistakes an inability to focus
			Feeling numb, lost, or out of control
			Withdrawl from relationships
			Dependence on substances, food, or other numbing activities to cope

Smile more today

Smiling makes us feel happier

A number of research studies have discovered that smiling, whether it's natural or forced, causes our brains to interpret that physical reaction as positive and will then recognise whatever activity we are doing as being enjoyable.

Time to put on a cheesy grin!

The starfish story

By: Loren Eiseley

One day a man was walking along the beach when he noticed a boy picking up and gently throwing things into the ocean.

Approaching the boy he asked: "Young man, what are you doing?"

The boy replied, "Throwing starfish back into the ocean. The surf is up and the tide is going out. If I don't throw them back, they'll die.

The man laughed to himself and said, "Do you realize there are miles of miles of miles of beach and hundreds of starfish?" "You can't make any difference."

After listening politely, the boy bent down, picked up another starfish and threw it into the surf, then smiling at the man, he said: "I made a difference to that one."

What will you do now?

Would you like to Implement JOY IN WORK?

If so, this free programme is for you!

What is Joy in Work?

Joy in Work focuses on improving staff happiness and wellbeing at work, and can sometimes improve staff retention and reduce staff sickness levels. Joy in Work is implemented most notably using the IHI Joy in Work Framework and the 15sec30min approach, both of which are underpinned by using quality improvement methodologies.

What is included in the Joy in Work programme?

6 sessions, each lasting 1 hour 20 mins, held fortnightly
1 session to evaluate the programme
During these sessions you will:

- hear about the different Joy in Work approaches and supporting improvement methodologies
- learn from those who have been there and done it
- discuss challenges and identify solutions with other members

Who can apply?

Anyone in the health and care sector, local authority, and voluntary community & social enterprise sector.
You do not have to be a Q member.

Is there a selection process?

Once dates have been finalised, those who have expressed an interest will be contacted. At that point, if more people have put their names forward than the number of places available (24), these will be allocated on a first come first served basis.

I'm interested! What do I do now?

Please contact Julia Wood to express and interest or to ask any questions.

Brought to you by Q
Improving Joy in Work Special Interest Group

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Q Community SIG: Improving Joy in Work