

5 Ways Happier Employees Drive Business Growth

How to develop leaders, improve productivity, and deliver results with the science of happiness.

by Robert Pothier

Part of the Hapacus eBook series





The goal of this eBook

After reading this eBook, you will understand the 5 ways happier employees drive business growth. You will be familiar with research on how the science of happiness develops leaders, improves engagement, promotes teamwork, increases sales, and transforms cultures. More importantly, you will know how to implement this research within your teams, departments, and organizations using proven scientific tools.

You do not have to have participated in a Hapacus corporate training workshop, have read *The Happiness Journey* or have participated in Hapacus corporate training to read this eBook. It was written to be enjoyed by anyone.

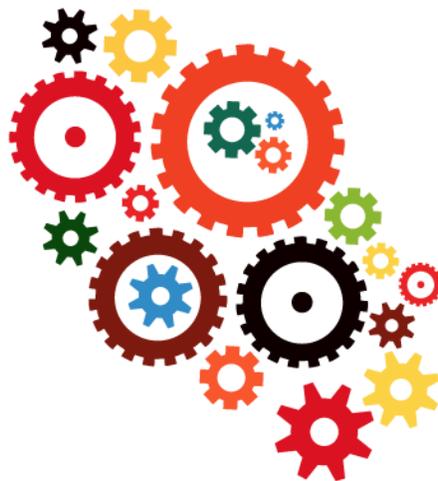


Table of Contents

Introduction	4
#1: Develops Leaders	6
#2: Improves Engagement	8
#3: Promotes Teamwork	10
#4: Increases Sales	12
#5: Transforms Cultures	14
Conclusion	16
Next Steps	18
About the Author	20

Introduction

\$450 billion.

That's more than the combined profits of Fortune 500's Top 20 companies, the national GDP of over 150 countries, and twice the amount Americans spend annually on entertainment.

And that's how much U.S. companies lose every year because of employee disengagement.

Employees everywhere are struggling. Job satisfaction ratings are plummeting, with more than half of all American workers dissatisfied. Workplace stress is responsible for nearly \$200 billion in U.S. healthcare costs. 87% of worldwide employees are disengaged from their work.

Scientists and executives around the world are investigating how to reverse this trend, and coming to the same startling conclusion: invest in happiness.

Happiness?

That's right. Happiness.

Studies show that happier employees lead to a 31% increase in productivity, a 19% increase in accuracy, and a 37% increase in sales. They also result in 125% less burnout, 66% less sick leave, and 51% less turnover. Forbes, Harvard Business Review, and Gallup published these results.

Investing in happiness is big, and will only get bigger. Companies like Hewlett-Packard (HP), General Mills, and Lowe's have already invested in improving the happiness of their workforce.

How does investing in happier employees drive business growth? And how can I use the science of happiness to help my company succeed?

By the end of this eBook, you will have the answers to both of these questions.

This eBook will walk you through how investing in the science of happiness positively impacts leadership development, employee engagement, teamwork & collaboration, sales performance, and culture transformation. It will outline specific steps you can take to incorporate the science of happiness into your

workplace. Most importantly, it will spark a conversation in your organization about how to use the science of happiness to achieve your goals.

If you want to learn more about science of happiness corporate training, visit our website at www.hapacus.com/corporate-training. You can download our "Welcome to Hapacus" document, request more information, or get started.

#1: Develops leaders

Many of the most successful business leaders I've worked with echo the same two-word mantra:

Know thyself.

It doesn't matter how many business books you've read, how many connections you have on LinkedIn, or where you got your MBA. If you don't understand your own strengths, weaknesses, and leadership style, you can't effectively lead someone else, let alone a department or organization.

This message seems to be missed in an overwhelming number of books, podcasts, and blog posts. They are more concerned with sketching out the image of the perfect strategy, the perfect organization, or the perfect leader. These things are important; they help us set goals and develop plans to achieve those goals. But you'll never get to where you're going if you don't know where you're starting.

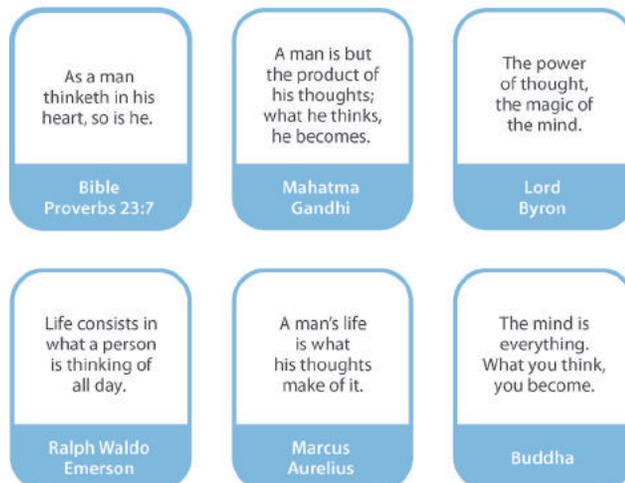
So where are we starting? With the brain.

Why? Because the success or failure of every business rests in the brains of its employees. Not their hands; their brains. Every operation ever requested of any employee (ever) started and ended with mental processes.

Let's start by accepting the fact that our brains aren't perfect. All of us deal with thoughts, instincts, reactions, anxieties, impulses, concerns, and distractions that hurt our ability to work effectively.

The science of happiness helps develop leaders by recognizing and addressing how our brain's genetic glitches affect our work. Three of our brain's genetic glitches are closure, interpreter module, and self-bias.

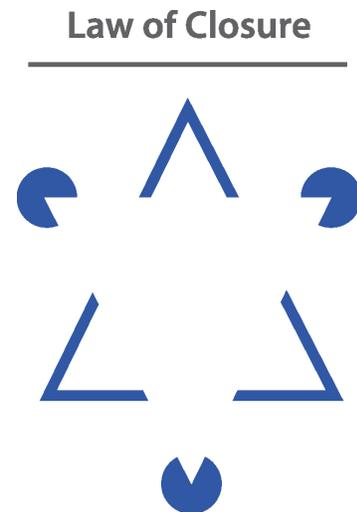
The Importance of a Sound Mind



CLOSURE

Look at the image on the right. How many triangles and circles can you count? Two triangles, three circles? In reality, there aren't any circles or triangles in this diagram. Our brains fill in the spaces automatically, as we desperately yearn for closure. Imagine you are with friends listening to their favorite song, and you turn it off right before the good part. The reaction wouldn't be friendly. Our brains want closure, and will manufacture information in order to get it.

The implications for successful leadership are clear. Leaders constantly have to make decisions based on limited information. Our brain's genetic glitch for closure often fills in the gaps of missing information. Leaders who are aware of this genetic glitch make better assessments of data, which then influences the robustness of their conclusions. These leaders aren't as sure of themselves as the leaders whose desire for closure fills in the gaps, but their results, and the integrity of those results, is always greater.



INTERPRETER MODULE

Take a moment to evaluate how you feel. Do you feel happy, sad? Stressed, relaxed? Why do you feel this way? Develop a 10-second explanation for why you think you feel this way.

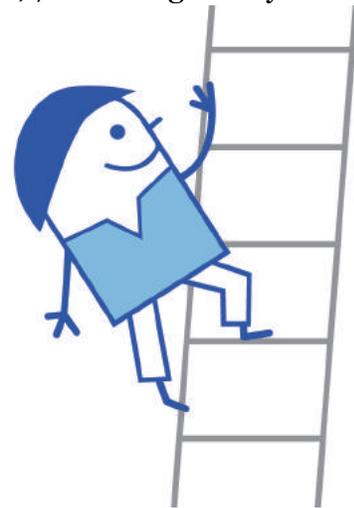
You just let your "interpreter" module take over. Psychologist Michael Gazzaniga describes the interpreter module of our brain as a sort of running commentary meant to explain our behavior. Our brains are constantly explaining to ourselves, and to others, why we are feeling, thinking, or acting a given way. You may be absolutely convinced you know why you feel the way you feel. But you can be 100% convinced and 100% wrong.

This is your interpreter module at work. Our thoughts, feelings, and actions are always the result of thousands of chemical, physical, and social interactions that we can't summarize in one, or even ten, sentences. Our brain quickly makes a guess, and is often convinced it's right. Few of us would admit that our fluctuating emotions have an impact on major business decisions. But they do, and our inability to admit it is part of the problem.

Successful leaders recognize the myriad forces that influence their thoughts, feelings, and actions. They also recognize that they can't always interpret their mood, and this realization helps them avoid wrong interpretations. They watch how good and bad events ripple throughout their organization, and smile at the endless explanations others give for these events. They are healthily cautious as to their own interpretations, and check these against good data and dependable information.

SELF-BIAS

In a study of one million American high school students, 70% thought they were above average on leadership ability, but only 2% thought they were below average. When American and Europeans are asked to rate themselves on a variety of skills, a large majority believes they are above average.



Human beings do a poor job of evaluating themselves objectively. We tend to exaggerate our strengths and underestimate our weaknesses. If we didn't have a self-bias, 50% of survey responders would believe they were above average, and 50% would believe they were below average. But we don't. We consistently rate ourselves better than we actually are.

We have all experienced this, including successful leaders. Self-bias prevents us from establishing realistic goals based on our actual weaknesses. It skews our perception of others' strengths and weaknesses. It distorts data and information to fit our preconceived notions of who, or what, we are.

But successful leaders recognize this fact, and work against it. They actively seek out personal feedback from others, and resist the temptation to dispute the constructive part. They evaluate themselves by results and data, not by their plans and intentions. Their understanding of others' true strengths helps them match the right project with the right person.

Developing strong leadership starts with self-awareness. The science of happiness reveals how our brains' genetic glitches interfere with our effectiveness, accuracy, and productivity.

#2: Improves engagement

87% of worldwide employees are disengaged from their work.

If you were to randomly select 10 workers from the global population, 9 of them would be disengaged. In America, nearly 70% of all employees are disengaged. That's still 7 out of 10.

As we learned with self-bias, many of us think this doesn't apply to us. We think we're operating at maximum engagement, and so is our workforce. Or our workforce isn't, but we are.

But even the most successful leaders have on days and off days. That's part of our brain's, and our body's, natural rhythms. Some days time flies, we breeze through major projects, and we even forget to eat or drink. Other days time crawls, we drag ourselves to start a project, and we look at the clock wondering how it's only 11:00am.

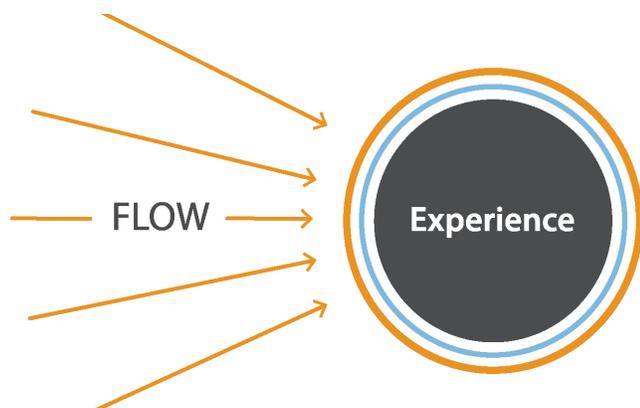
The science of happiness has a name for those days when time flies. It has a name for the state of total immersion in a project or activity we tend to experience on those days. It has a name for the feeling of complete absorption when productivity, efficiency, and accuracy are at optimal levels.

It's called "flow."

Think of a non-work hobby or activity where sense of time disappears. Where you are personally in control, experience immense concentration, and lose your sense of self. Jogging, basketball, yard work, board games, playing with your kids. That feeling is called "flow."

Most of us can think of experiences where we've felt flow. But we often think of experiences not related to work. In reality, flow happens constantly at work, we're just unaware of it.

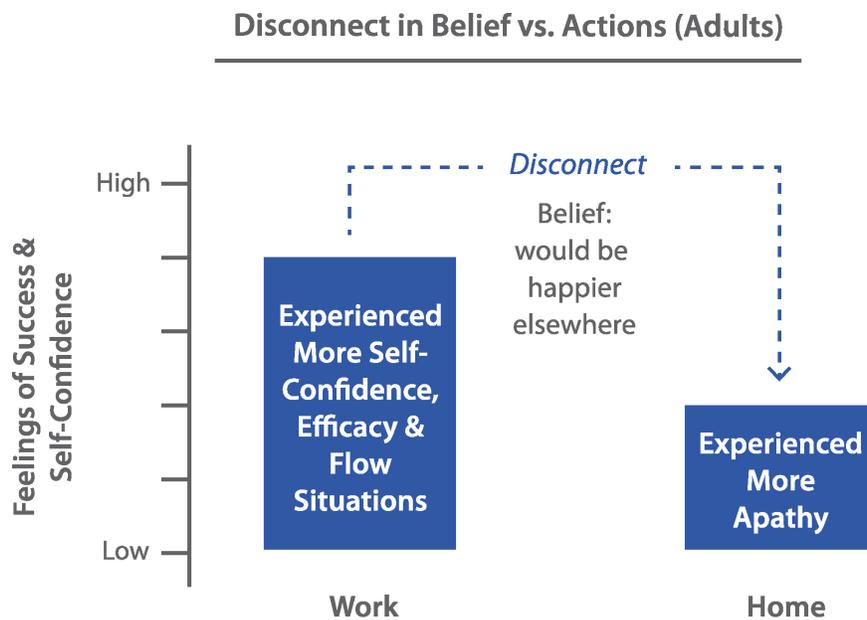
A study was conducted with 500 teenagers who were split into two groups: low-flow and



high-flow. Low-flow teenagers tended to hang out at malls and watch TV in their spare time, while high-flow teenagers were involved in sports, hobbies, and spent a lot of time on homework.

On every measure of happiness and well-being, the high-flow teenagers scored higher than the low-flow teenagers. However, the high-flow teenagers openly wished they were doing what low-flow teenagers were doing. Just hanging out.

In a separate but related study, adults at work and at home reported their levels of interest, happiness, concentration, and confidence at various times throughout the day. Those adults at work experienced more self-confidence, efficacy and flow situations than those adults at home. And yet, like the high-flow teenagers, wished they were home doing low-flow activities.



Flow happens at work all the time. We find ourselves fully engaged in a project, applying our knowledge, experience, and skills in an environment that is intrinsically rewarding. But we don't want to admit that we enjoy it. Many of us live in cultures surrounded by messages that work isn't fun, can't be fun, will never be fun. And yet this doesn't fit the data.

The first step to increasing engagement at work is recognizing that we are happier and healthier at work than we think. Happiness comes from engagement, and engagement comes from flow.

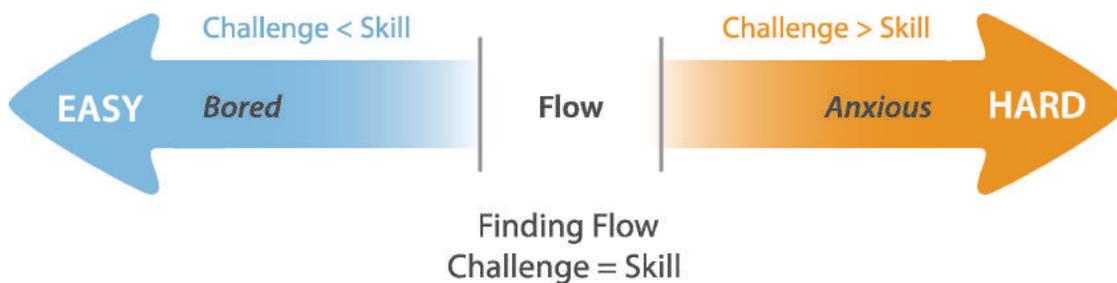
The second step to increasing engagement at work is practicing proven techniques

to increase the quantity, and quality, of flow at work. Two techniques to maximize flow are stretch & learn and control attention.

STRETCH & LEARN

Never, ever stop learning. We've heard this from parents and teachers for most of our lives. But few of us recognize how important learning is to maintaining experiences of flow.

Flow happens in the "sweet spot" between boredom and intense anxiety. If we feel either of those emotions, we aren't experiencing flow. Our spot on this spectrum depends on the ratio between challenge and skill of whatever task is at hand. If our challenge greatly outweighs our skill, we become anxious. If our challenge is far less than our skill, we become bored.



Whenever we experience flow, we become slightly better at whatever we're doing. If we're inputting data on a spreadsheet, we become quicker and more effective at doing this task in the future. If we're having a sales conversation with a prospective client, we're increasing our skill for the future.

As our skill increases, we need to seek out greater challenges. If our challenges stay the same while our skill increases, we become bored. Stretching & learning by seeking out new challenges is how we maintain flow.

Write down three things you wish you knew more about at work. Maybe it's a sector of your business you don't know much about. Maybe it's a new project you haven't yet fully grasped.

Now write down what you're going to do to learn about each of these things. You may need to talk with a coworker, research online, or call together a meeting. Thinking about what you want to learn more about is step one. But step two is turning this into actionable next steps.

As you stretch & learn, your challenge will grow along with your skill. That is

how you maintain flow and maximize engagement.

CONTROL ATTENTION

We live in an era of distractions. Phone calls, text messages, app alerts. We are constantly bombarded by a barrage of distractions.

Flow requires focus. You cannot be fully engaged if you are consistently distracted. Think of all the ways your attention is interrupted at work. Emails. Phone calls. Coworker conversations. Imagine how much productivity is lost because of our lack of focused attention.

Organizations that maximize engagement recognize the importance of controlling attention. They recognize that optimal productivity requires flow, and flow requires focus.

These organizations implement ways to limit distractions. Phones are silenced and laptops are shut during meetings. Coworkers know to schedule meetings instead of walking into offices unannounced. Employees embed time in their calendars every week for uninterrupted work.

Those who maximize engagement give their full attention to conversations, not letting their minds wander. They focus on what their coworker is saying, not spending that time crafting their response. They ask follow-up questions to increase understanding.

It's harder than ever to maintain focus at work. But that also means the returns to controlling attention are greater than they've ever been. Utilizing the scientific techniques of flow amplifies engagement at work, which leads to increased productivity, efficiency, and creativity.

#3: Promotes teamwork

A man is walking down the street and falls into a hole.

The hole is deep and he can't climb out. He sees a doctor walking by and calls out, "Hey, I've fallen in a hole. Can you help me out?" The doctor writes a prescription, tosses it in, and keeps walking. He sees a banker walking by and calls out, "Hey, I've fallen in a hole. Can you help me out?" The banker pulls out a hundred dollar bill, tosses it in, and keeps walking.

Then a friend walks by. "Hey, I've fallen in this hole. Can you help me out?" The friend walks over and jumps into the hole. The guy says, "Are you crazy? Now we're both stuck!"

His friend replies, "Yes, but I've been here before, and I know the way out."

All three individuals offered support to the man in the hole, but only one offered him effective support. Knowing what type of support to give, and when, is at the heart of strong teams.

The science of happiness has discovered three types of support, why providing the wrong support can make a situation worse, and why even perceived support is helpful. We'll discuss all three in this section on how the science of happiness promotes teamwork.

THE THREE TYPES OF SUPPORT

Let's say you've been working hard for a promotion. Working nights, working weekends, earning work-related certifications. Then you find out the promotion was given to someone else. Distraught, you return home and share the news with your spouse. Your spouse then calls your boss to demand an explanation and launches into why you actually deserved the promotion.

Do you think that would help or hurt your situation? Probably hurt it. Big time. Was your spouse trying to be helpful? Absolutely. Was it the wrong type of support? Definitely.

Providing the right type of support at the right moment is an art and a science. The art part comes with practice. The science part is what we'll discuss.

Professor Sheldon Cohen of Carnegie Mellon University discovered that there

are three different types of support.

1. Instrumental Support



This is material support. When we help a family member financially, give food to the homeless, or donate furniture to Goodwill, we are giving instrumental support.

2. Informational Support



This is the sharing of knowledge or experience with another. When we help a coworker with a new project, explain the solar system to our children, or assist a friend with homework, we are providing informational support.

3. Emotional Support



This is providing compassion, empathy, and care. When we comfort a friend who lost a pet, talk late into the night with a distraught friend, or cheer up a crying child, we are providing emotional support.

Understanding the different types of support available helps members of an organization recognize the deeper nuances of teamwork. If a coworker, staying late, invites you in as you're leaving to ask for help with a question, you recognize that this coworker could be asking for any of the three types of support. They could be looking for an answer to a question (informational), or they could be asking for a few minutes of your time to help them with a difficult section (instrumental). Or the invite was a cover for a deeper conversation about the difficulties of the project, the team, or the environment (emotional).

Each of these three types of support is productive. I've spoken with business managers who believe emotional support is completely unnecessary. But the science of happiness provides a constant reminder that emotions are an integral part of the workplace. The question is whether we work with them or against them. An overly stressed, downtrodden, or worried coworker is a fraction as effective as they could be. Ignoring appropriate emotional support can sabotage effective teamwork.

WOE: WHY WRONG SUPPORT HURTS

What happens when we provide the wrong type of support? Scientists have

identified three emotions created when the support given doesn't match the support required. The receiver can feel weak, obligated, or embarrassed (WOE).

When would someone feel weak? Imagine the newest employee, Scott, asks a coworker, Megan, a question. Megan answers the question, Scott walks away, and she feels good. But she wonders if she could do even more to help Scott. She secretly completes the project for him, and sends it that afternoon with his boss cc'd. Do you think Scott would appreciate this? Or do you think he would feel weak, as if Megan believed he was incapable of completing the project himself? If we overcompensate and provide too much support, or take over a challenge instead of letting the asker of support complete the project themselves, we may create a feeling of weakness in the recipient.

Providing the wrong type of support may make the receiver feel obligated. Let's say Rachel asks her coworker David to help her out on a quick 1-hour project near the end of the workweek. Rachel arrives Monday morning to discover that David spent the entire weekend quality checking and reviewing the small project she needed help with. Would Rachel automatically feel grateful? Or would she feel guilty, with a sense of obligation that she would need to return the unexpectedly large favor? If the quantity of support far exceeds the help asked for, the receiver could feel unnecessarily obligated to the person supplying the support.

Finally, the receiver could feel embarrassed. Remember Megan sending the completed project to Scott with his boss cc'd? That must have been pretty embarrassing for Scott. It can be difficult asking for help in a workplace environment. The asker could feel like they don't belong or don't deserve to be there. Asking for help may make the asker feel vulnerable. Recognizing this vulnerability, and making sure to not embarrass the recipient in your delivery of the support, is a crucial component of making sure your contribution is helpful, not hurtful.

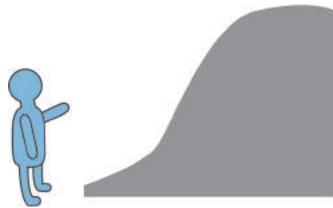
PERCEIVED SUPPORT MATTERS

A study was conducted on whether the perception of support – not actual support – is a type of support. A group of participants was taken to a nearby hill, stood at the base of the hill, and asked to estimate the slant of the hill. Then each participant of that same group was asked to re-estimate the slant of the hill with a friend standing 3-4 feet away from them.

When the friend was present, the participants consistently judged the hill as less steep than their first estimate. The mere perception of support directly impacted how the participant evaluated the challenge in front of them.

Social Support Changes Visual Perception (Steepness of Hill Less with Friend Nearby)

Estimate of Slant (Alone)



Estimate of Slant (with Friend)



What does that mean for business? It means that a culture of support matters.

If new, or veteran, members of the organization feel that the right type of support will be given whenever it's needed, they are less anxious about challenges ahead. If members of an organization do not feel that support will be given appropriately, new projects and challenges appear more daunting.

The science of happiness promotes teamwork through understanding the three types of support, acknowledging the pitfalls of ineffective support, and recognizing the benefits of perceived support. These discoveries in action mean an active revitalizing of team interactions to create a network of productive collaboration.

#4: Increases sales

A job in sales can be challenging. Long hours. Endless phone calls, emails, and meetings. Maintaining strong relationships with current clients while attracting and engaging brand new ones. All with a smile.

But it can also be energizing, exciting, and enriching. Closing new leads, growing a business, and distributing resources to those who need them the most. All done in the context of a rich network of business relationships, many of which become lifelong friendships.

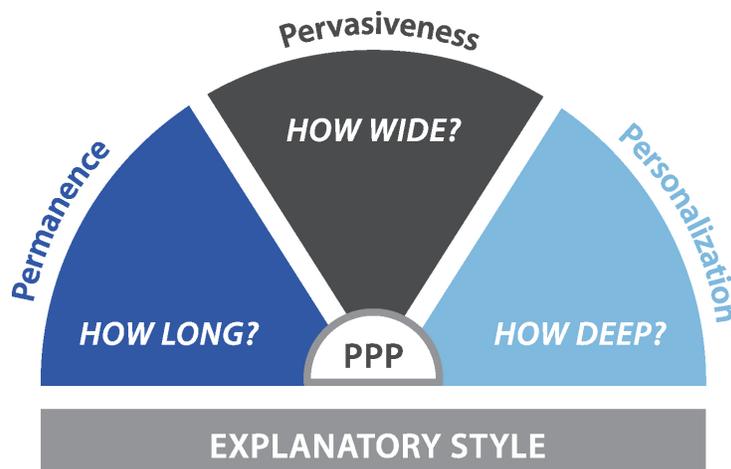
What makes the difference between these two circumstances? One sales environment debilitates, while the other invigorates.

The science of happiness has discovered that much of this difference has to do with the brain. Specifically, how the brain processes the ups and downs of life.

Regardless of what happens to us in our lives, our brains have to make sense of it. Whether it's a big promotion or a car accident, our brains grapple with how to understand the complexity of the world around us. How we uniquely process good and bad events is called our "explanatory style."

Our explanatory style is the result of our collective responses to three basic questions.

1. Permanence: How long do events affect us?
2. Pervasiveness: How wide is the impact of an event?
3. Personalization: How deep is the cause of the event?



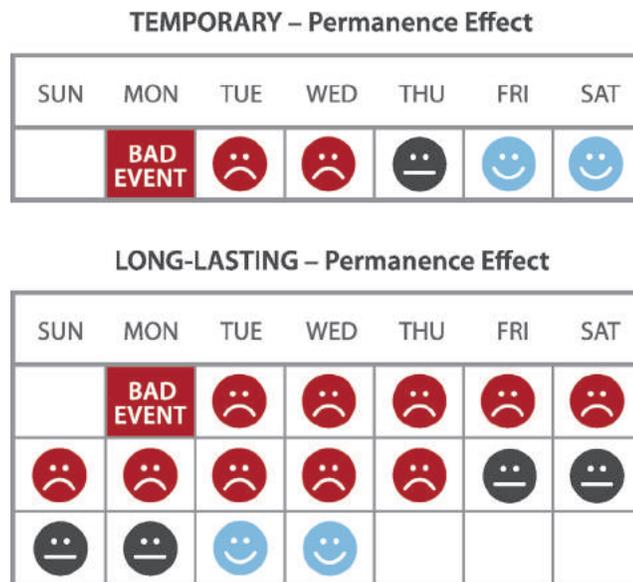
Surprisingly, the optimal explanatory style is to deal with good and bad events in exactly opposite ways. That’s the surprising logic of the brain!

Let’s dig into these one-by-one.

PERMANENCE

Permanence concerns the length of time good or bad events impact our mood and performance. Our permanence style can either be “temporary” or “long-lasting.”

If our permanence style is temporary, good and bad events quickly roll off our shoulders. If we have an argument with a friend, we’re over it within minutes. If we receive an award at work, we forget about it within an hour or two. If our permanence style is permanent, good and bad events stick with us. An argument with a friend can cause days of anguish. A reward at work can lift our spirits for days, even weeks.



As Mary Schmich, the author of the now famous article in the Chicago Tribune “Wear Sunscreen,” said, “Remember compliments you receive. Forget the insults. If you succeed in doing this, tell me how.” We would like positive events to last and negative events to be forgotten, but we tend to process them both in similar ways.

If you have a temporary style, find ways to savor good events after they happen by basking in the positive emotions or discussing them with friends. If you have a long-lasting style, work on letting go of negative events. Remind yourself that you control the impact of the negative event. The longer you let it go on, the more it is impacting your effectiveness, and happiness, at work and at home.

PERVASIVENESS

Pervasiveness concerns how many elements in our lives are affected by a good or bad event in another area of lives. Our pervasiveness style can either be “specific” or “global.”

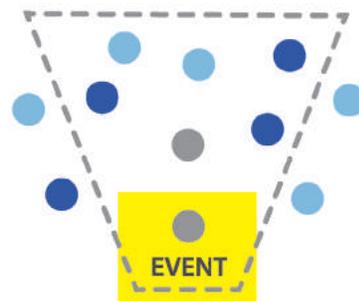
If our pervasiveness style is specific, good and bad events relate only to their specific context. If we receive a compliment from our boss on a project, that compliment only applies to that specific project, time, and place. If a social event with new friends went poorly, it was due to those specific friends and circumstance. If our pervasiveness style is global, that same compliment from our boss would positively influence how we think about ourselves as an employee, spouse, or even parent. However, if a social event with new friends went poorly, we may question how well we interact with other people, and whether other people also don't enjoy being around us.

If your pervasiveness style is specific, find ways to expand the impact of positive events. Your performance at work is connected to you as a person, a friend, and a family member. If you do well in either, let it ripple out to the other areas of your life. If your style is global, make sure your brain doesn't take one bad event and spread it across other areas of your life. As Dr. Martin Seligman says, "Keep your troubles in a box."

Pervasiveness – Specific (Impact of Event is Narrow)



Pervasiveness – Global (Impact of Event is Wide)



PERSONALIZATION

Personalization focuses on whether we believe the cause of events is internal or external. Our personalization style can, therefore, either be “internal” or “external.”

People whose personalization style is internal tend to blame themselves for bad events, and accept praise for good events. They believe they are the source of both the bad and the good in their lives. While many cultures tend to associate internalization with responsibility or ownership, it can quickly get out of hand. If a team at work is struggling, those with an internal style can blame themselves for events out of their control or in the hands of someone else. This can inhibit

their effectiveness throughout the rest of the project. If a team does well, that same person may be too ready to accept the praise, which can lead to resentment and competition.

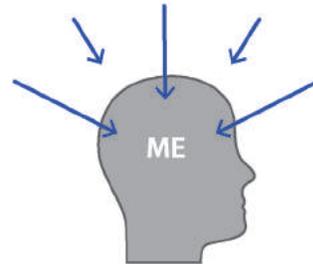
If our pervasiveness style is external, both bad and good events are attributed to other people. If something goes wrong, it tends to be someone else's fault. However, if something goes well, these people struggle to give themselves credit. This is sometimes perceived as humility, but this explanatory style may also betray a lack of self-confidence or self-worth.

If your style is internal, make sure you acknowledge the important role others play in your success at work, while cutting yourself some slack when things don't go as planned. This should lead to less stress, less self-criticism, and greater performance.

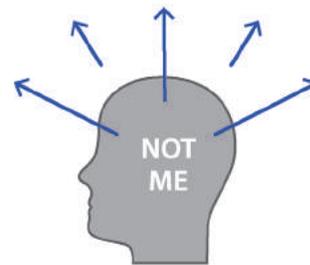
If your style is external, make sure you give yourself enough credit, and address how you could have improved a situation that turned out poorly. This should lead to an increased sense of personal control and ownership.

The sales world can be at once hyper-social and hyper-personal. Major successes, and major failures, can throw even the most seasoned sales person for a loop. The successes can last too short, and the failures can last too long. Given the speed of the modern sales world, these reactions can affect our effectiveness for days. The difference those few days make can mean the difference between an up month and a down month for many organizations. Recognizing how the brain works with, and against, your sales team is an integral part of increasing sales.

**Personalization – Internal
(The Cause is Me)**



**Personalization – External
(The Cause is NOT Me)**



#5: Transforms culture

The culture of an organization is bigger than its people. It's also bigger than its products or its infrastructure. Culture is the way values, resources, and vision affect a group's ability to achieve shared goals.

I have never worked with an organization that didn't have a culture. The question is whether that culture helps or hurts an organization. I've encountered cultures of intense competition, stress, and uncertainty. I've also encountered cultures of immense collaboration, creativity, and productivity.

The science of happiness indicates a shift in how organizations are thinking about their culture.

Before the science of happiness emerged, organizations tended to think of their interests and the interest of their employees in direct contrast. What the organization wants is not what the employees want. Organizations want productivity, time, and effort, and employees want to give as little of those three things as possible. Organizational cultures with this mindset are antagonistic, incoherent, and tense.

The science of happiness is changing that mindset by discovering that employees and organizations actually want the same things.

Employees and organizations both want growth, engagement, and meaning. They want social interaction, creativity, and purpose. And they want achievement, continuity, and success.

These are the components of business growth, and they are the components of personal growth. By investing in your employees' growth, you're investing in your business's growth. Organizations do this with the science of happiness.

The science of happiness alters the way an organization thinks about its culture. It begins to think of its health and well-being as equivalent with the health and well-being of its employees. It begins to think of its goals as perfectly aligned with its employees' goals. It begins to think of its culture as the meeting place between its values and its employees' values.

It does this by developing a culture of flourishing.

“Flourishing” is the scientist's definition of happiness. It is the way researchers

define and measure personal well-being. It was developed by psychologist Corey Keyes of Emory University, and constitutes three areas of happiness.

1. Feeling Good
2. Functioning Well Personally
3. Functioning Well Socially

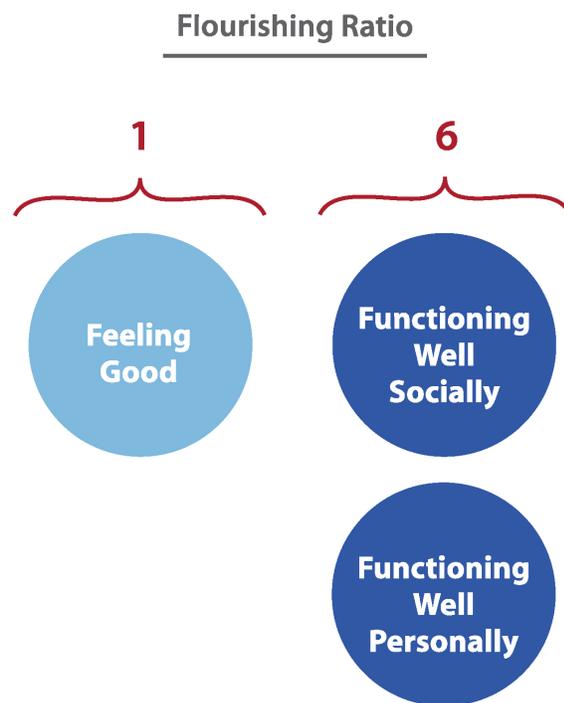
Employees and organizations alike tend to think happiness is just about “feeling good.” Happiness is chocolate and puppies and fields of grass. It may be a surprise to discover that “feeling good” is the least important element of happiness!

In fact, functioning well is six times as important as feeling good. Researchers discovered that those functioning at optimal levels of mental wellness (in other words, are “flourishing”) experience six times as many moments of functioning well as they do feeling good. This is called the “flourishing ratio.”

What does this mean for business? How well members of your organization function directly relates to their effectiveness, productivity, and contribution. In other words, the happier your employees are, in a scientific sense, the greater the contributor they are to your organization. Happiness and business growth go hand in hand.

Let’s look at functioning well socially. Two elements of functioning well socially are “social contribution” and “social integration.” These gauge how integrated the individual is in their social communities, and whether they feel they have something of value to give to these networks. Individuals who score high in these fields are your organization’s influencers and mentors. They ensure their coworkers feel included and capable of contributing.

Now let’s look at functioning well personally. Two elements of functioning well personally are “environmental mastery” and “personal growth.” These evaluate



the degree of confidence the individual feels managing their responsibilities, and whether they are learning and growing while doing so. Individuals who score high in these fields are your experts, high achievers, and up-and-comers. They can multi-task while maintaining high levels of focus and developing new skills.

There are many other elements of functioning well socially and functioning well personally. The point is that the metrics along which psychologists gauge happiness are the same metrics that drive business growth.

Work holds a meaningful and important part of our lives. It is not something to be avoided, skirted, or ignored. It is an integral part of how well we function personally and socially, and therefore a key component of human happiness. It's up to us to embed these discoveries within the fabric of our organizations.

Conclusion

The science of happiness drives business growth. It develops leaders, improves engagement, promotes teamwork, increases sales, and transforms cultures. Companies from Hewlett-Packard to Facebook are embedding the science of happiness in their DNA.

Organizations are investing in happier employees because they deliver results. Studies show that happier employees lead to a 50% increase in productivity, 19% increase in accuracy, 37% increase in sales, 125% less burnout, 66% less sick leave, and 51% less turnover. The data is overwhelming.

The best part is that investing in happiness creates a ripple effect. Happier employees don't just perform better at work; they are better friends and family members. This ripples out to families, neighborhoods, and communities. This is social impact on the most basic level. This is the impact of happiness.

Next Steps

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About the author



Robert Pothier is the co-founder and COO of Hapacus, a science of happiness company that offers corporate training, books & materials, and certification programs. Hapacus's critically acclaimed book *The Happiness Journey* has been called the #1 book on the science of happiness, and has a perfect 5.0/5.0 review on [Amazon](https://www.amazon.com).