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~ centre for positive health sciences

Developing and Leading Positive Organisations Insights From Positive Health Sciences.

Professor Ciaran O'Boyle
Director, RCSI Centre for Positive Health Sciences

HSE Healthy Ireland Conference.
7th July, 2023

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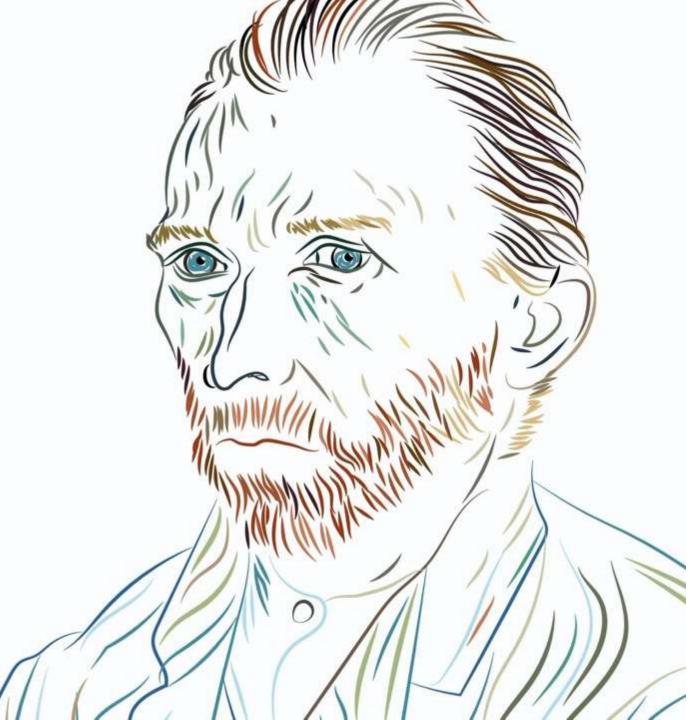
Developing and Leading Positive Organisations

1. Positive health: a new emerging construct

2. Developing positive organisations
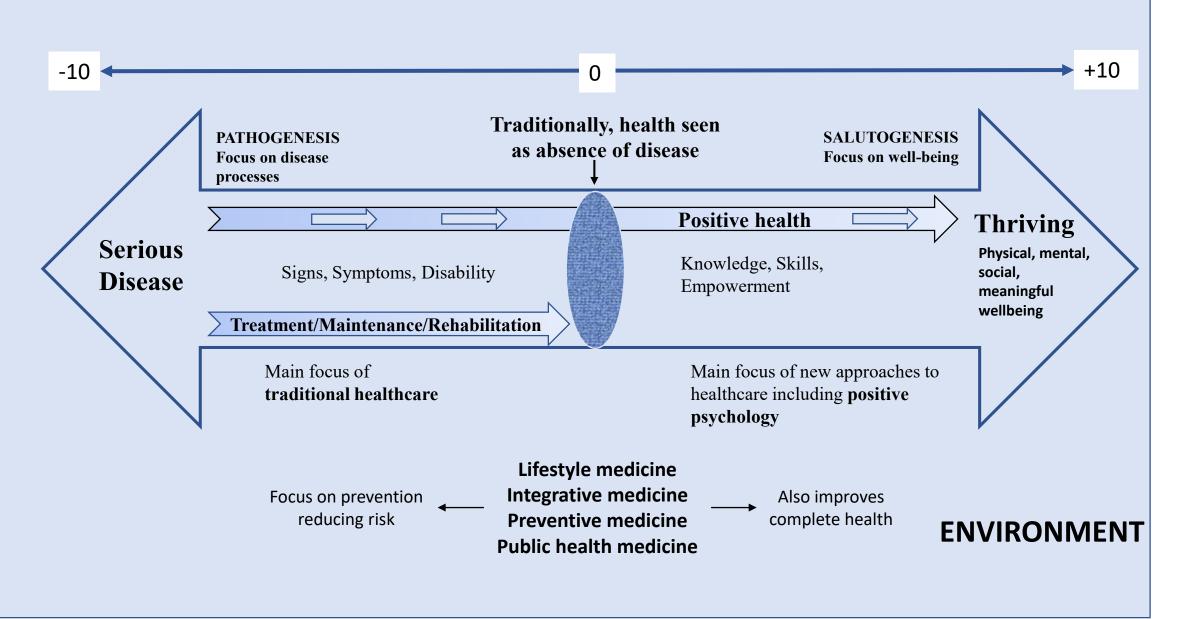
3. Some reflections on the future of work

"I put my heart and soul into my work and have lost my mind in the process"

Vincent Van Gogh

The RCSI CPHS Positive Health Model

-10 ⟷ 0 ⟷ +10

Serious Disease

PATHOGENESIS
Focus on disease processes

Traditionally, health seen as absence of disease

SALUTOGENESIS
Focus on well-being

Positive health

Thriving
Physical, mental, social, meaningful wellbeing

Signs, Symptoms, Disability

Knowledge, Skills, Empowerment

Treatment/Maintenance/Rehabilitation

Main focus of **traditional healthcare**

Main focus of new approaches to healthcare including **positive psychology**

Focus on prevention reducing risk ⟵ **Lifestyle medicine**
Integrative medicine
Preventive medicine
Public health medicine ⟶ Also improves complete health

ENVIRONMENT

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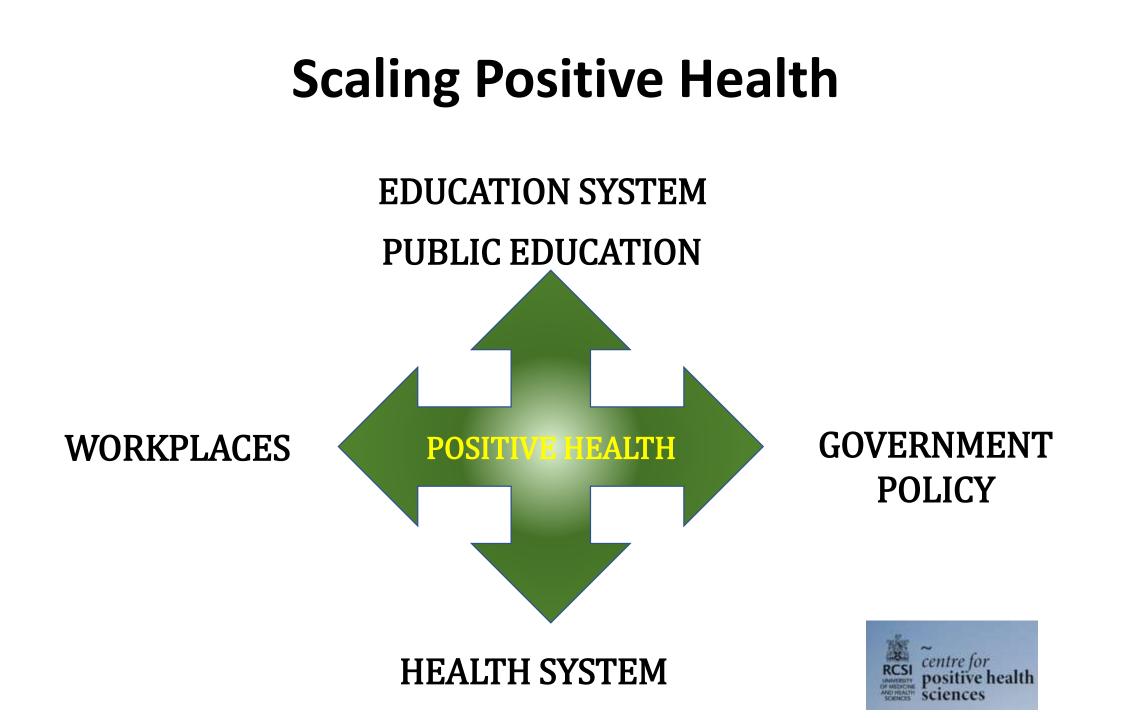
Home   Undergraduate   Postgraduate   Student life   Professional/CPD   Research and Innovation

Home > About > Faculty of Medicine & Health Sciences > Centre for Positive Health Sciences

https://www.rcsi.com/cphs

- Professional Diploma in Positive Health
- Masters in Positive Health Coaching
- PhD in Positive Health
- Professional Doctorate, Positive Health
- The Science of Happiness (General, Young people, Ageing)

- Prof Dip in Leadership in Workplace Well-being
- Masters in Leadership in Workplace Well-being

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Scaling Positive Health

EDUCATION SYSTEM

PUBLIC EDUCATION

WORKPLACES

POSITIVE HEALTH

GOVERNMENT POLICY

HEALTH SYSTEM

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The answer is
not creating
more resilient
canaries!

Drivers for employee health and wellbeing

- Regulation and legislation
- Investor sentiment
- Knowledge economy
- Blurring of work/life boundaries
- Generation Y and Z
- The gig economy
- Increased morale and satisfaction
- Increased engagement and productivity
- Decreased turnover
- Increased attractiveness for new hires
- Improved brand
- Triple bottom line: people, planet, profit
- Ethical imperative
- COVID

Turning Organisations Positive

Changing the music

1. Create a Sense of Purpose
2. Nurture Authentic Conversations
3. See possibility
4. Embrace the Common Good
5. Trust the Emergent Process

Quinn R. (2015). The Positive Organisation.
San Francisco, Berrett-Koehler

Positive Organisational Scholarship

How do we create positive organisations in which people flourish, in which they can use their key skills and in which they feel that their work is important and fulfilling and makes a a meaningful contribution to society?

Cameron K, Spreitzer GM. (2012). What is positive about positive organisational scholarship? In: Cameron K & Spreitzer GM, The Oxford Handbook of Positive Organisational Scholarship. NY, Oxford Univesity Press, pp 1-14.

Internal Motivation: Self Determination Theory

Self-determination theory - core human needs

Autonomy: ownership, choice, volition

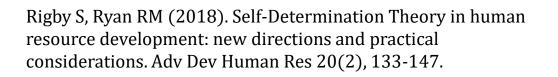**Competence:** resources, mastery, effectiveness

Relatedness: inclusion, belonging, respect

Rigby S, Ryan RM (2018). Self-Determination Theory in human resource development: new directions and practical considerations. Adv Dev Human Res 20(2), 133-147.

SDT and basic human needs

Needs satisfaction directly associated with:

- Trust
- Quality of manager feedback
- Perception of opportunities
- Security and satisfaction
- Increased commitment
- Increased customer loyalty
- Positive passion for work
- Increased creativity
- Increased performance
- Decreased illness and absenteeism

Rigby S, Ryan RM (2018). Self-Determination Theory in human resource development: new directions and practical considerations. Adv Dev Human Res 20(2), 133-147.

CSDT | CENTER FOR SELF-DETERMINATION THEORY

Who we are ▾   Research & Methods ▾   Topics ▾   Connect ▾   **Become a Member**

Our Purpose

https://selfdeterminationtheory.org

The Center for Self-Determination Theory (CSDT) is a non-profit organization created to advance Self-Determination Theory by disseminating the philosophy, research, and practices of SDT.

> **We sponsor SDT's science and scholarship as well as help people apply the theory and research to their professional and daily lives...and to the lives of others we connect with.**

SDT is the source of a revolution within the field of motivation.

It has engaged thousands of people worldwide by providing a scientific framework for understanding motivation and well-being.

International scholars, students, teachers, coaches, parents, health professionals, buisness leaders, and best-selling authors have increasingly embraced SDT's principles. This growth and excitement has come from the application of our evidence-based approach with a core focus on supporting the basic psychological needs and creating the best possible climates for deeper and more effective motivation, engagement, and wellness.

Authentic Leadership

1. **Know yourself -** demonstrate understanding of one's strengths and weaknesses and the way one makes sense of the world

2. **Do the right thing" -** be guided by internal moral perspectives that are used to self-regulate one's behaviour

3. **Be genuine and compassionate -** present one's authentic self through openly sharing information and feelings as appropriate for situations

4. **Be fair-minded -** objectively analyse relevant data before making a decision

Avolio BJ et al., Ann Rev Psychol, 2009, 60:421-449;
O'Boyle CA (2020). Authentic Clinical Leadership in a Crisis. https://www.rcsi.com/dublin/coronavirus/healthcare-professionals/leadership

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Developing you authentic leadership

1. Learn from your life story
2. Become self-aware
3. Practice your values and principles
4. Balance your extrinsic and intrinsic motivations
5. Build your support team
6. Integrate your life by staying grounded
7. Empower people to lead

George B et al., Discovering your authentic leadership, HBR, Feb 2007: 129-138; Reichard RJ, Avolio BJ. 2005. Where are we? The status of leadership intervention research: a meta-analytic summary. In Authentic Leadership and Practice: Origins, Effects, and Development, ed. WL Gardner, BJ Avolio, FO Walumbwa, pp. 203–26. Oxford, UK: Elsevier Sci.

"Be yourself,
everyone else
is already
taken"

- Oscar Wilde

Positive Practices, Well-being and Organisational Effectiveness

Intervention study 2005 -2007 in 29 nursing units in the US.

Units that improved most by implementing 6 positive practices: **caring, compassionate support, forgiveness, inspiration, meaning and respect, integrity and gratitude** showed significant increases in measures of:

- Patient satisfaction with pain management
- Organisational climate
- Participation in hospital affairs
- Foundations for quality care
- Resource adequacy
- Support of nurses by managers
- Nurse/physician relationships

Cameron KS, Mora C, Leutscher T, Calarco M (2011). Effects of positive practices on organisational effectiveness. J Appl Beh Sci, 47(3): 266-308

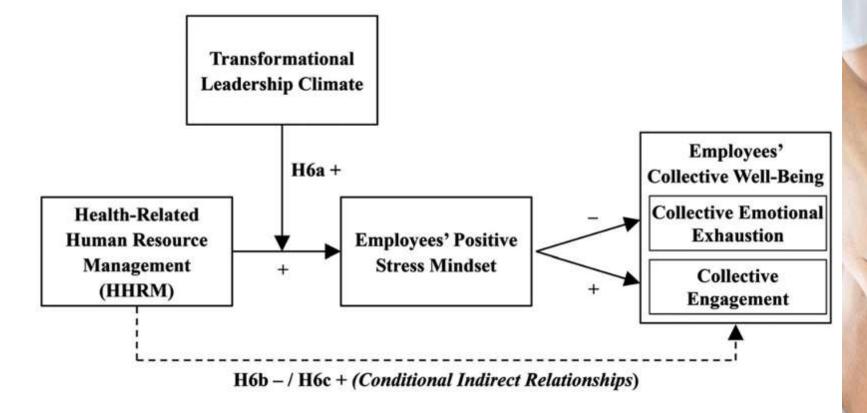# HRM, transformational leadership, and well-being

Figure 2. Overview of moderated mediation model

Huettermann H, Bruch H. (2019), Mutual gains? Health-related HRM, collective well-being and organizational performance. J Man Studies 56:6, 1045-1072. doi:10.1111/joms.12446

The Deficit vs the Abundance Approach

The Deficit(or problem-solving) Approach:

1. Identify the key problems and challenges
2. Generate alternative solutions based on root causes
3. Evaluate and choose the best solution
4. Implement and follow up to show the problem is solved

The Abundance Approach:

1. Identify peak experiences when individuals and organization at their best
2. Identify and understand the enablers of optimal performance
3. Create sustainable impact by continuing and further developing the enablers of optimal performance
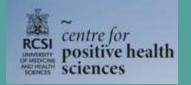4. Design interventions to create ideal, desired future based on optimal performance

Role of manager	Identifying and solving problems	Identifying and actualising potential
Success:	Problems solved.	Triple bottom line: People, Planet, Profit
Focus:	Negative	Positive

Developing and Leading Positive Organisations

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3. **Some reflections on the future of work**

Artificial Intelligence – the "singularity"

- "It is predicted that by 2029 machine intelligence will break out of specific tasks and into general intelligence"

- "By 2049, AI is predicted to be a billion times smarter (in everything) than the smartest human"

- "The "singularity" is the moment beyond which we can no longer see and we can no longer forecast; we cannot predict how AI will behave because our current perception and trajectories will no longer apply"

Gawdat, M (2021). Scary Smart: *The Future of Artificial Intelligence and How You Can Save Our World.* Bluebird

How should leaders improve staff health at work?

1. Prom~~ote work-life balance:~~
2. Creat
3. Provi
4. Prior
5. Enco
6. Supp
7. Addr
8. Lead
9. Seek

Remem
is an on
attentio
health, leaders can enhance employee well-being,
productivity, and overall satisfaction.

SOURCE

Climate change

Human wellbeing is intrinsically linked to the health of the planet. Climate change, environmental degradation, and loss of biodiversity are all threats to our physical, mental, and social health, and they pose significant challenges to our efforts to promote wellbeing for all.

At the same time, promoting human wellbeing can also be a powerful driver of sustainability, as healthy, resilient communities are better able to adapt to environmental challenges and to build more sustainable societies.
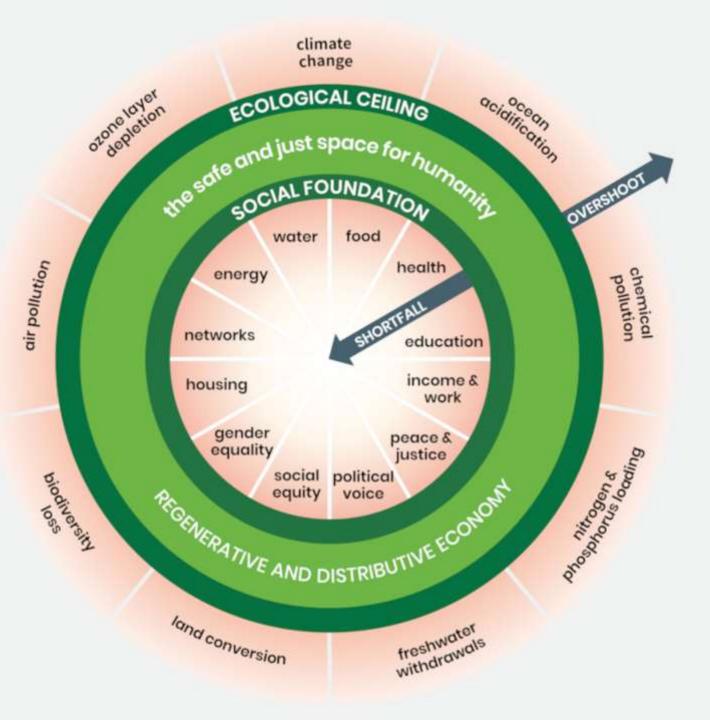
KATRÍN JAKOBSDÓTTIR
Prime Minister of Iceland, Wellbeing Economy Forum,
Reykjavik, June, 2023

THE SUNDAY TIMES BESTSELLER

DOUGHNUT ECONOMICS
Seven Ways to Think Like a 21st-Century Economist

KATE RAWORTH

'The John Maynard Keynes of the 21st century'
George Monbiot, *Guardian*

WITH A NEW AFTERWORD

Summary

- Positive health represents a major shift in thinking
- The organisation has more impact than the individual in terms of wellbeing
- Positive organisations meet employee needs for autonomy, competence and relatedness
- Authentic leadership is crucial for the development of wellbeing cultures
- Climate change and the emergence of generative AI will have major implications for health and wellbeing at work
- We need to move beyond GDP as an indicator of economic success

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"The only real voyage of discovery consists not in seeking new landscapes but in having new eyes."

~ Marcel Proust

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