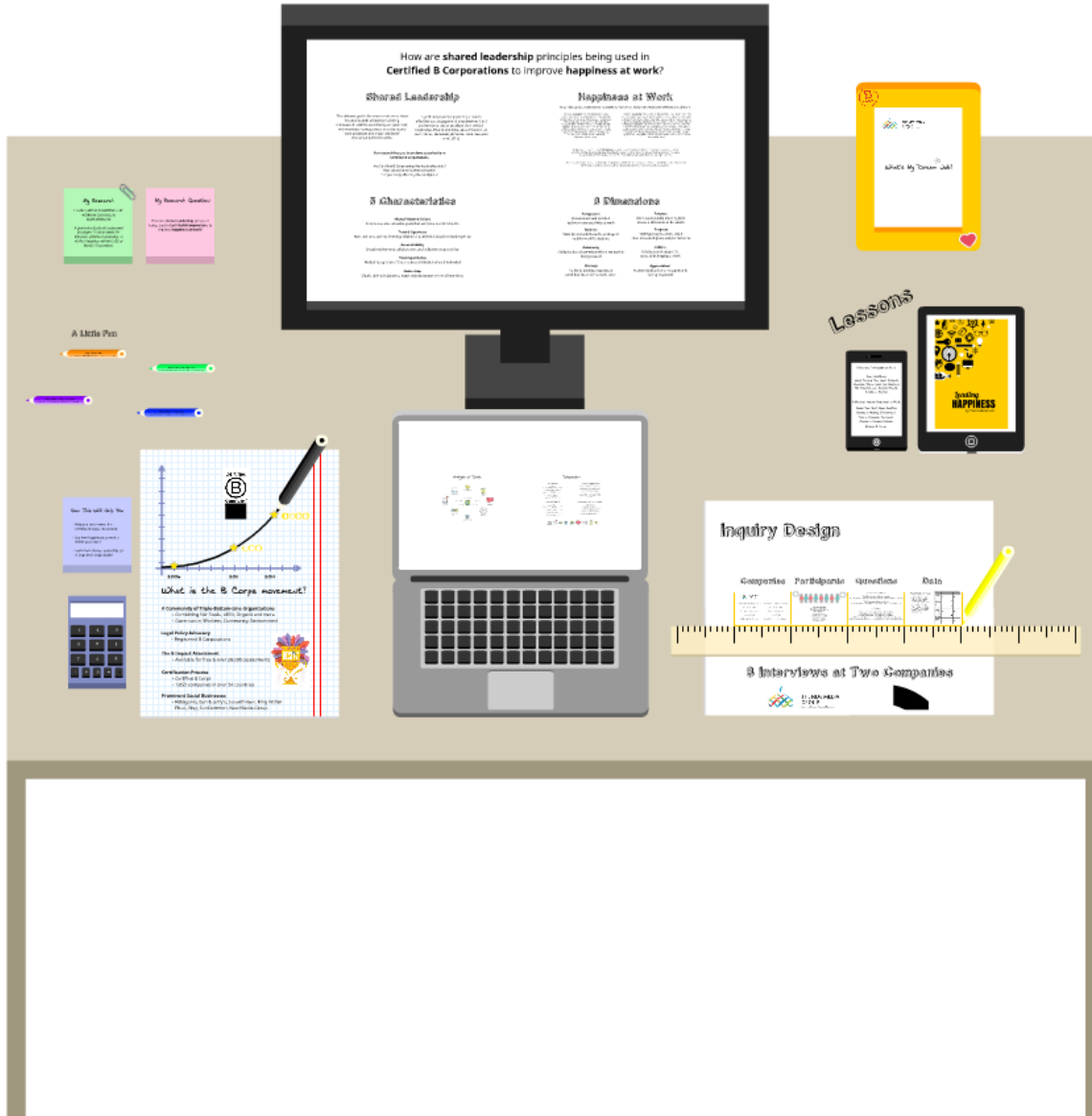


Leading HAPPINESS

by Travis Hellstrom



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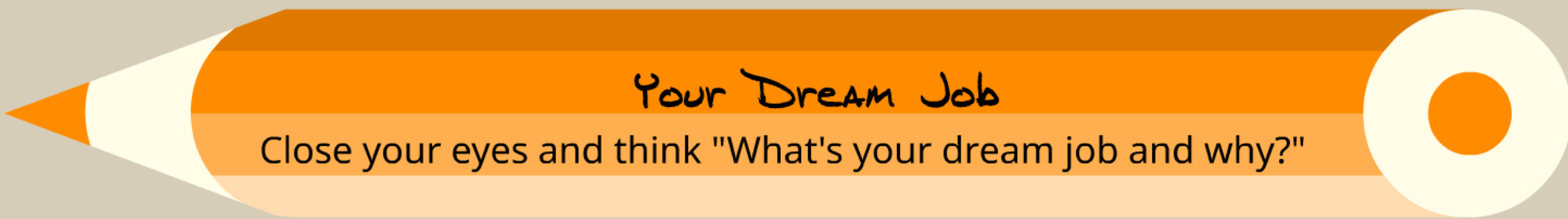
How are **shared leadership** principles being used in
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A Little Fun



Your Dream Job

Close your eyes and think "What's your dream job and why?"



THE NEW MEDIA
GROUP
Empower Human Centered Business.



suncommon

What's My Dream Job?

en*theos



advancehumanity





What's My Dream Job?



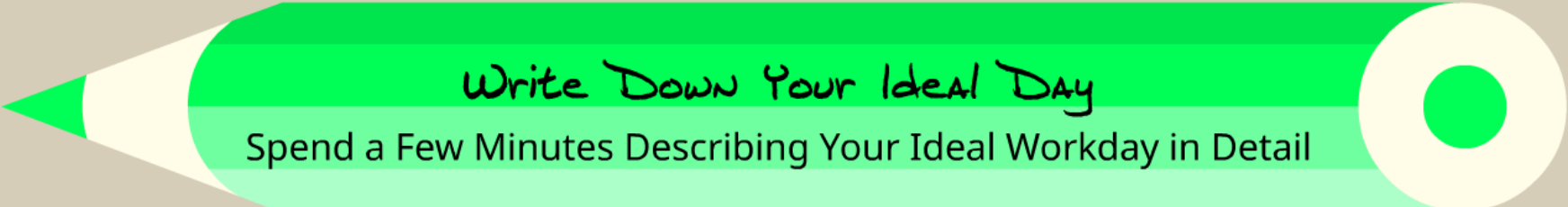
Everyday Humanitarian



What's My Dream Job?

How This Will Help You

- Help you understand the Certified B Corps movement
- See how happiness at work is within your reach
- Learn how shared leadership can change your organization



Write Down Your Ideal Day

Spend a Few Minutes Describing Your Ideal Workday in Detail



My Research

LEADERSHIP AND HAPPINESS AT
WORK IN CERTIFIED B
CORPORATIONS

*A Qualitative Study of Leaders and
Employees To Understand The
Influence of Shared Leadership on
Worker Happiness within Certified
Benefit Corporations*

My Research Question

How are **shared leadership** principles
being used in **Certified B Corporations** to
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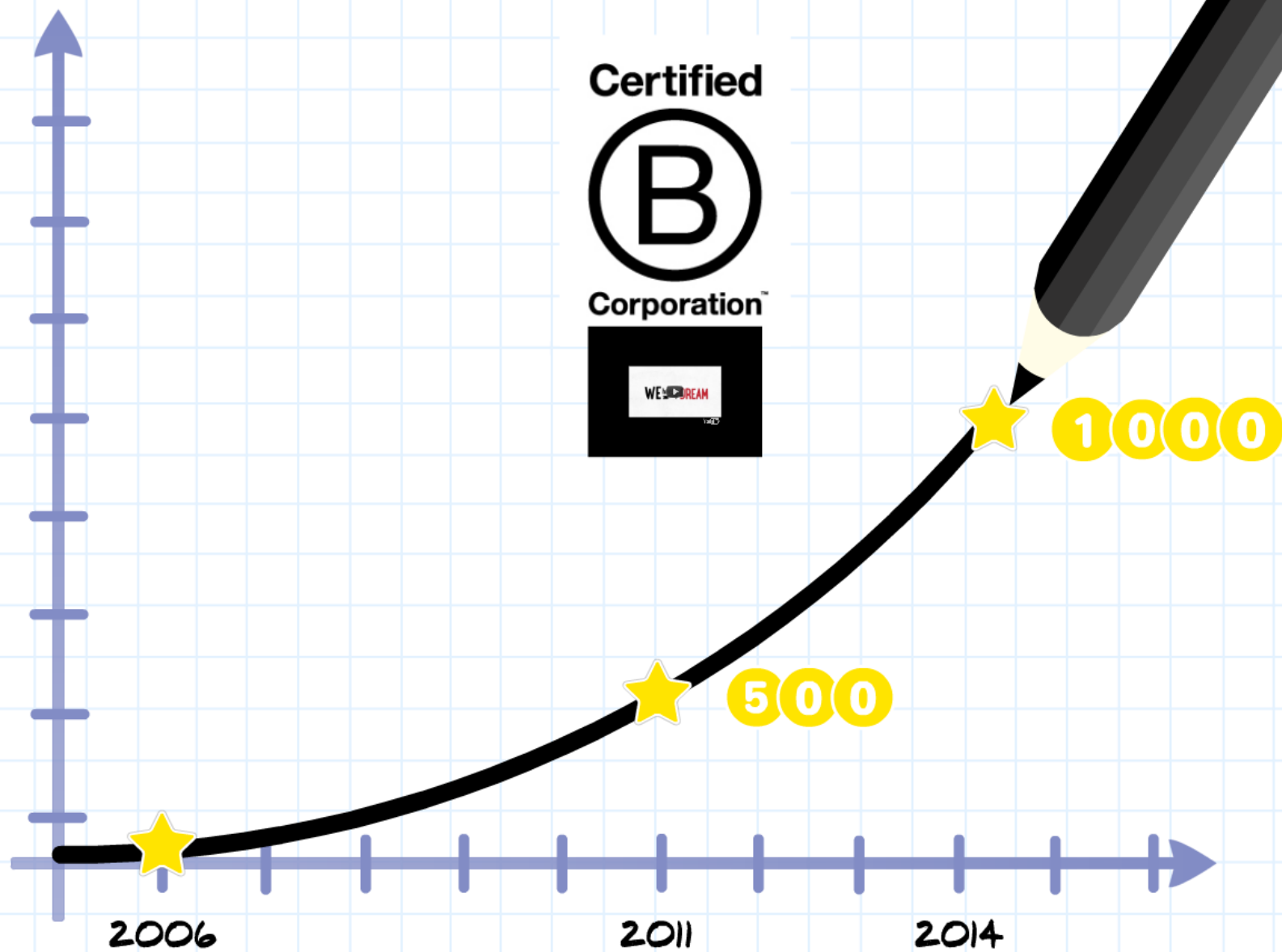
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What is the B Corps movement?

Corporation



You Tube

2006

2011

2014

What is the B Corps movement?

A Community of Triple-Bottom-Line Organizations

- Combining Fair Trade, LEED, Organic and more
- Governance, Workers, Community, Environment

Legal Policy Advocacy

- Registered B Corporations

The B Impact Assessment

- Available for free & over 20,000 assessments

Certification Process

- Certified B Corps
- 1,053 companies in over 34 countries

Prominent Social Businesses

- Patagonia, Ben & Jerry's, Seventh Gen, King Arthur Flour, Etsy, SunCommon, New Media Group





What Makes a Great Boss

Write Down 5 of Your Favorite Qualities of a Great Boss

How are **shared leadership** principles being used in **Certified B Corporations** to improve **happiness at work**?

Shared Leadership

"The ultimate goal is for team members to share leadership, with all members feeling empowered, and the team being self-governed, with members having control over the team's work processes and major decisions" (Halverson & Tirmizi (2008).

Significant predictor predicting a team's effectiveness, engagement, empowerment and performance, better predictor than vertical leadership. (Pearce and Sims, 2002; Pearce et al, 2004; Ensley, Hmieleski, & Pearce, 2006, Bergman et al, 2012).

No research has yet been done specifically in Certified B Corporations.

Are Certified B Corps using this leadership style?
How do we know it when we see it?
Is it positively affecting the workplace?

5 Characteristics

Shared Vision & Values
Core values and collective goals that everyone is committed to

Trust & Openness
Non-coercion, open to learning, relationship-oriented, based on building trust

Accountability
Broad involvement, collaboration, and collective responsibility

Interdependence
Mutual recognition of the unique contribution of each individual

Ownership
Clearly defined objectives, input and expectations from all members

Happiness at Work

Happiness can be a fuzzy term for scientists so they often use the term "subjective well-being" to define it.

The term "**subjective**" focuses on the fact that how people feel is important and happiness is relative to the person who is experiencing it. It's subjective, the best judge of how happy you are is you. To empirically study happiness, then, scientists must rely on **individual self-reports**. Thankfully, after years of testing and refining survey questions on millions of people around the world, researchers have developed self-report methods that accurately and reliably measure individual happiness (Ischur, 2012).

The term "**well-being**" facts at the fact that scientists are studying more than just feelings and positive emotions, they are also studying the satisfaction and meaning (Ischur, 2012). Scientists identify happiness as the experience of **positive emotions** - photos is concerned with deeper feelings of **meaning and purpose**. Happiness studies a positive mood in the present and a positive outlook for the future. Studies by Martin Seligman, the pioneer in positive psychology have confirmed through most of us know this intuitively that people who pursue only pleasure experience only part of the benefits. Happiness can bring with it the pursuit of other values and the future (Ischur, 2012).

In my research I refer to the word **happiness** because it's easier and more understandable, but because it is a colloquial term that people can't explain how they feel about their life and work in general. It includes not only motivation and satisfaction at work but also how their work fits into the overall satisfaction and meaning in their life.

There is a wide variety of research and theories on happiness at work and the following I wanted to identify the major dimensions of worker happiness that have been studied and operationalized within companies and organizations.

8 Dimensions

Perspective
Personal outlook on life & optimism and positivity at work

Balance
Stability and solid benefits package & healthy work/life balance

Autonomy
Ability to direct how/when/where we work & being trusted

Mastery
Ability to develop expertise & work that fits in the "stretch zone"

Purpose
Work is personally meaningful & makes a difference in the world

Progress
Making progress every day & clear measured goals and performance

Culture
Interpersonal support & sense of belonging at work

Appreciation
Positive feedback and recognition & feeling respected

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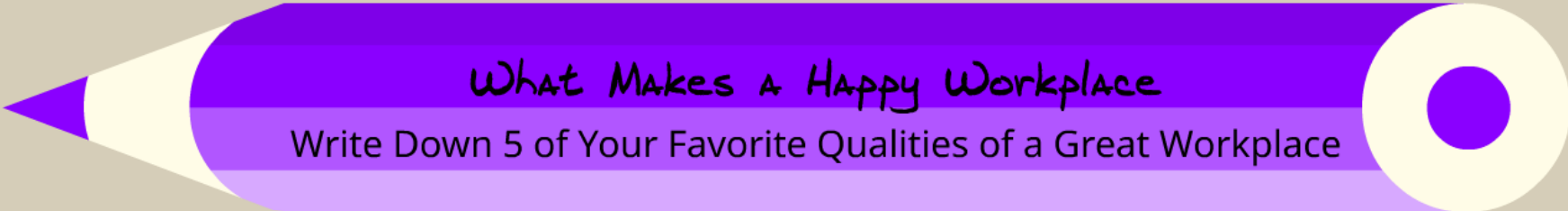
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Inquiry Design

Companies

Participants

Questions

Data



First Certified B Corps in Asia
Founded in 2010
Ulaanbaatar, Mongolia
Over 50 Staff
Marketing & Technology



First 10 Certified B Corps in VT
Founded in 2011
Waterbury, Vermont
Over 30 Staff
Residential Solar Installation



8 Staff Including
Founders and Presidents
Vice Presidents
Project Managers
Operations Managers
Field Employees
Entry-Level Staff

I Crafted Questions to Highlight:

- The 5 Characteristics of Shared Leadership**
Shared Vision & Values, Trust & Openness, Accountability, Interdependence, Ownership
- The 8 Dimensions of Happiness at Work**
Perspective, Balance, Autonomy, Mastery, Purpose, Progress, Culture, Appreciation

Some Examples

- What are some characteristics of your company's culture?
- What influence does leadership have on that culture?
- Can you talk about work/life balance in your organization?
- Would you describe your work as a calling or aligning with your personal values?
- What are some of your company's practices around reflection, appreciation and feedback?

Presentation of Data

- Almost every key indicator was mentioned and validated by an interviewee in one or more questions relating to that key area.
- Every interviewee specifically mentioned the impact that shared leadership practices were having on happiness in the workplace and in their personal lives.

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8 Interviews at Two Companies

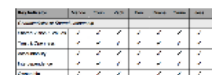


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Empower Human Centered Business.



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Data





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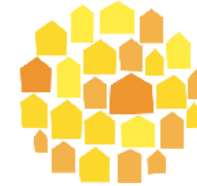
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suncommon

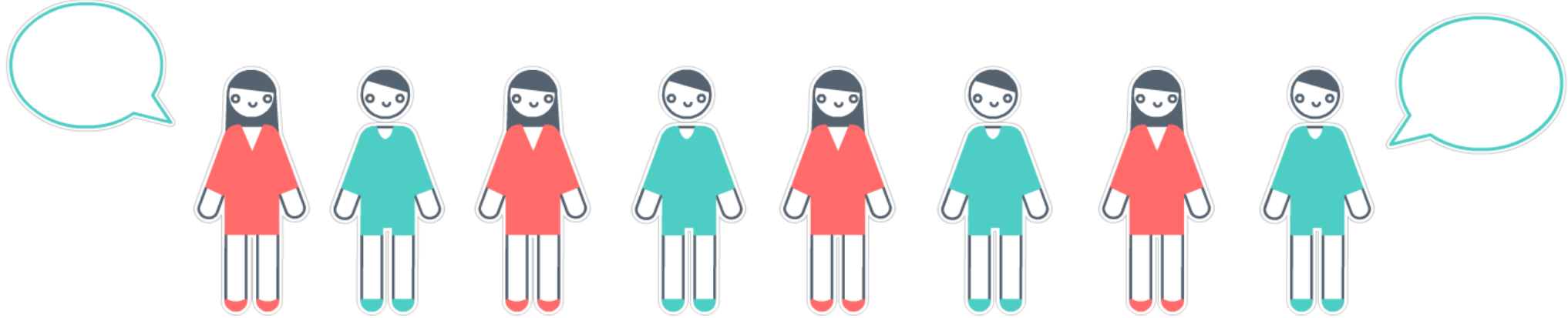
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Key Indicator	Mende	Oyun	Zack	Ben	Duane	Carrie	Jess	Kris
<i>Characteristics of Shared Leadership</i>								
Shared Vision & Values	✓	✓	✓	✓	✓	✓	✓	✓
Trust & Openness	✓	✓	✓	✓	✓	✓	✓	✓
Accountability	✓	✓	✓	✓	✓	✓	✓	✓
Interdependence	✓	✓	✓	✓	✓	✓	✓	✓
Ownership	✓	✓	✓		✓	✓	✓	✓

Key Indicator	Mende	Oyun	Zack	Ben	Duane	Carrie	Jess	Kris
<i>Dimensions of Happiness at Work</i>								
Perspective – Personal Outlook on Life	✓	✓	✓	✓	✓	✓	✓	✓
Perspective – Optimism and Positivity at Work	✓	✓	✓	✓	✓	✓	✓	✓
Balance – Stability and Solid Benefits Package	✓	✓	✓	✓	✓	✓	✓	✓
Balance – Healthy Work/Life Balance	✓	✓	✓	✓	✓	✓	✓	✓
Autonomy – Ability to Direct How You Work	✓	✓	✓	✓	✓	✓	✓	✓
Autonomy – Feeling Trusted	✓	✓	✓	✓	✓	✓	✓	✓
Mastery – Ability to Develop Expertise	✓		✓	✓	✓		✓	✓
Mastery – Work That Fits Your Stretch Zone	✓	✓	✓	✓	✓	✓	✓	✓
Purpose – Personally Meaningful Work	✓	✓	✓	✓	✓	✓	✓	✓
Purpose – Feeling You Make a Difference	✓	✓	✓	✓	✓	✓	✓	✓
Progress – Making Progress Every Day	✓	✓	✓	✓	✓	✓	✓	✓
Progress – Clear Measured Performance		✓	✓	✓	✓		✓	✓
Culture – Interpersonal Support	✓	✓	✓	✓	✓	✓	✓	✓
Culture – Sense of Belonging at Work	✓	✓	✓	✓	✓	✓	✓	✓
Appreciation – Feedback	✓	✓	✓	✓	✓	✓	✓	✓
Appreciation – Feeling Respected	✓	✓	✓	✓	✓	✓	✓	✓

ANALYSIS of DATA



Discussion

Conclusions

Validation of Method

Both shared leadership and happiness at work were mentioned concurrently in every interview on multiple occasions as significant factors in lives

Blending of Dimensions and Characteristics

Both blended together in questions and were impossible to separate

Stories Not Being Told

All interviewees were happy to share their story and felt more people needed the opportunity to share

Increasing Standards

Employees are demanding more and wanting more for others as well

Potential for Combined Measurements

The dimensions and characteristics may need to be combined

Research Impact

Definitions

New foundational definitions of shared leadership and happiness at work

Characteristics

Detailed characteristics and dimensions combining significant research

First B Corporation Connection

First time research has connected leadership, happiness and B Corps

Expanding Shared Leadership Stories

Improves on lack of research showing outcomes of shared leadership

Supporting Measurements

Adds to publicly available B Corporation Assessments

Practical Applicability

Many companies have a hard time measuring workplace happiness.

One interviewee, *"What is an ideal feedback system for us? I hadn't really thought of that. Actually... the more I think about it, that's something I could start creating right now. I think I'm going to."*

A new version of the B Impact Assessment comes out every year.

The B Corps Champions Retreat is happening in Burlington, Vermont.

Maybe we can do a better job of capturing these stories from 1,000+ Certified B Corporations.

Recommendations for Further Research

More Thorough Study

Many more stories are out there to be told

Follow Up Research to B Corps Handbook

Upcoming books and information need more research backing

Expand Current Surveys and Assessments

Ongoing improvements need research support as well

Allow for More Personal Stories

Current measurement techniques often lack the personal stories



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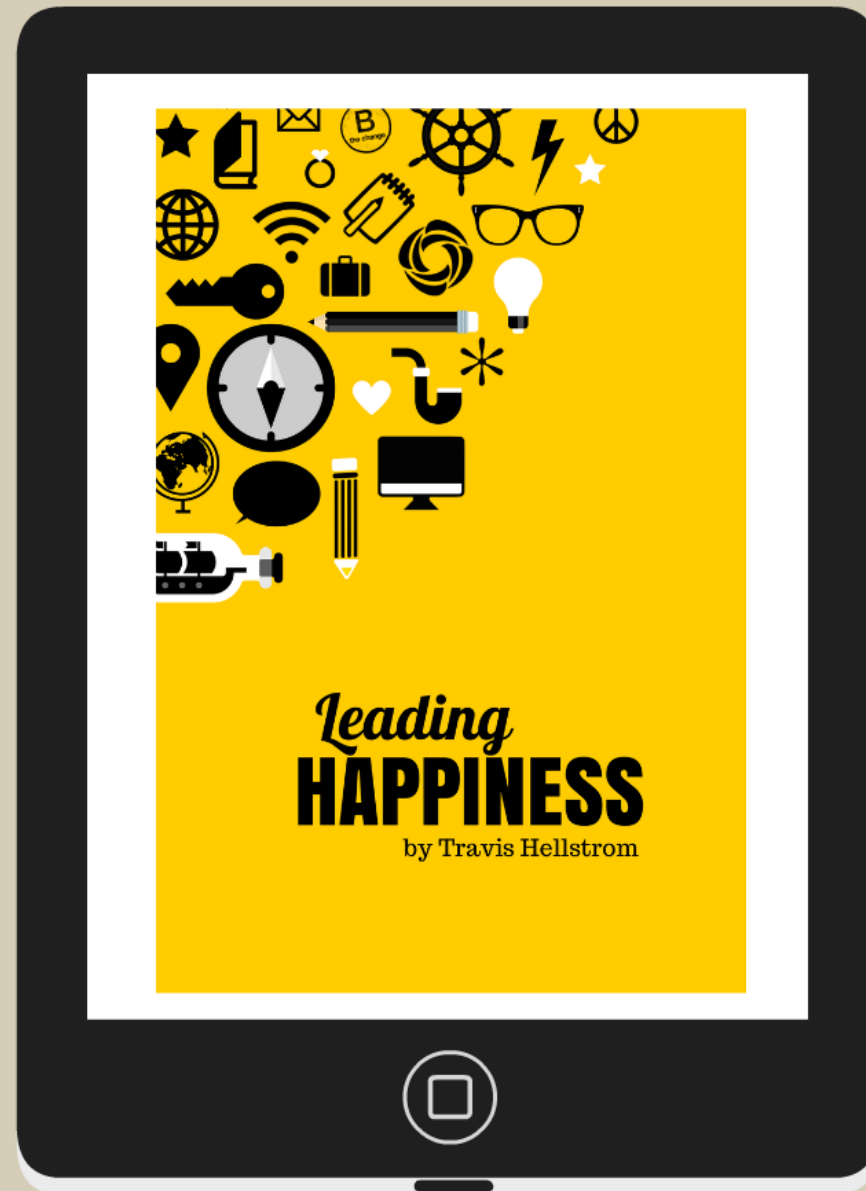
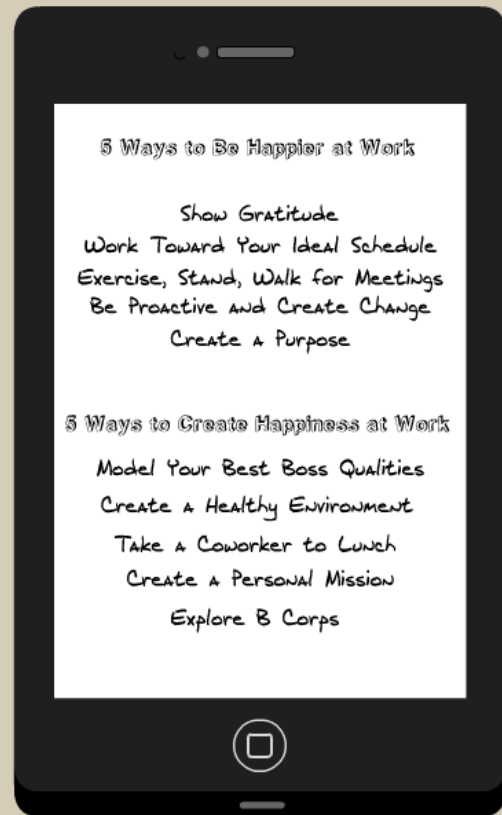
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Lessons



5 Ways to Be Happier at Work

Show Gratitude
Work Toward Your Ideal Schedule
Exercise, Stand, Walk for Meetings
Be Proactive and Create Change
Create a Purpose

5 Ways to Create Happiness at Work

Model Your Best Boss Qualities
Create a Healthy Environment
Take a Coworker to Lunch
Create a Personal Mission
Explore B Corps



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