



# An Integrated Approach to Workplace Mental Health & Wellbeing: **Science & Strategies**

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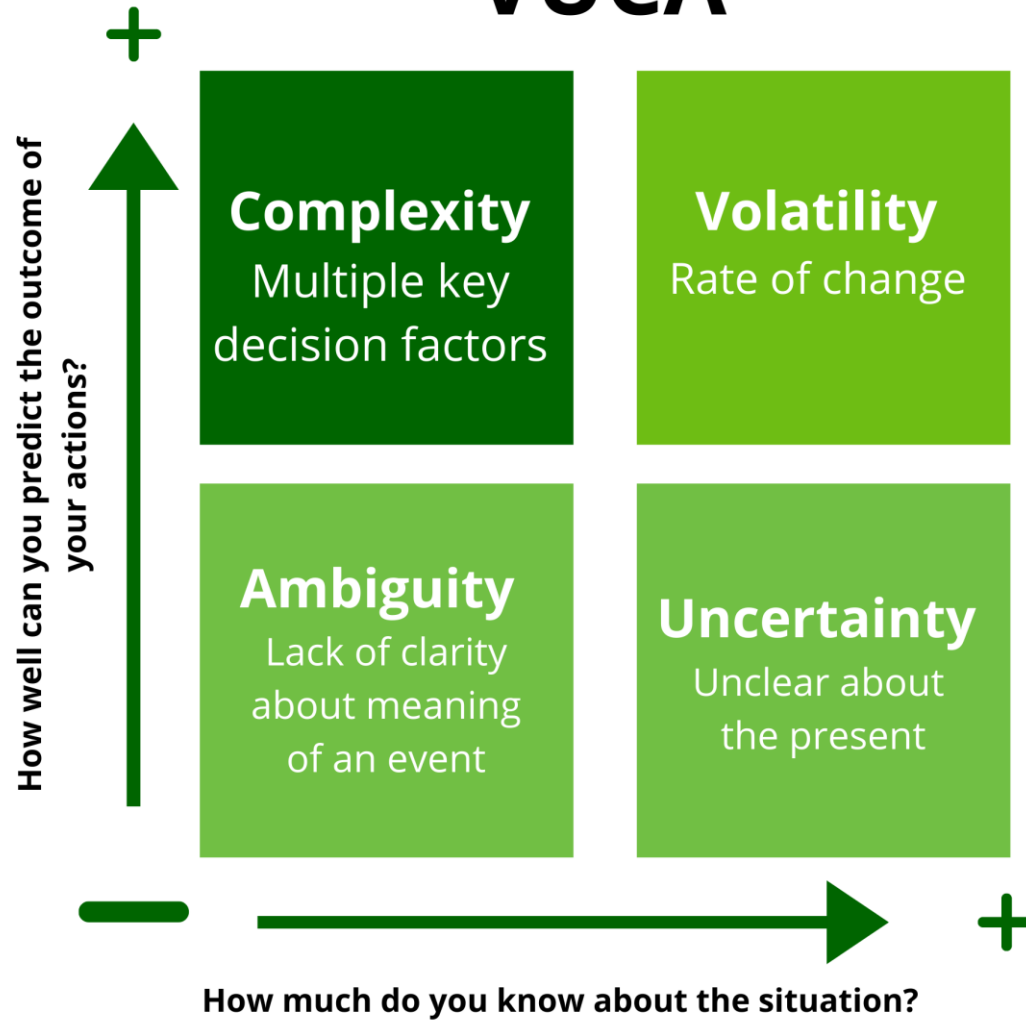
The Future of Workplace  
Wellbeing



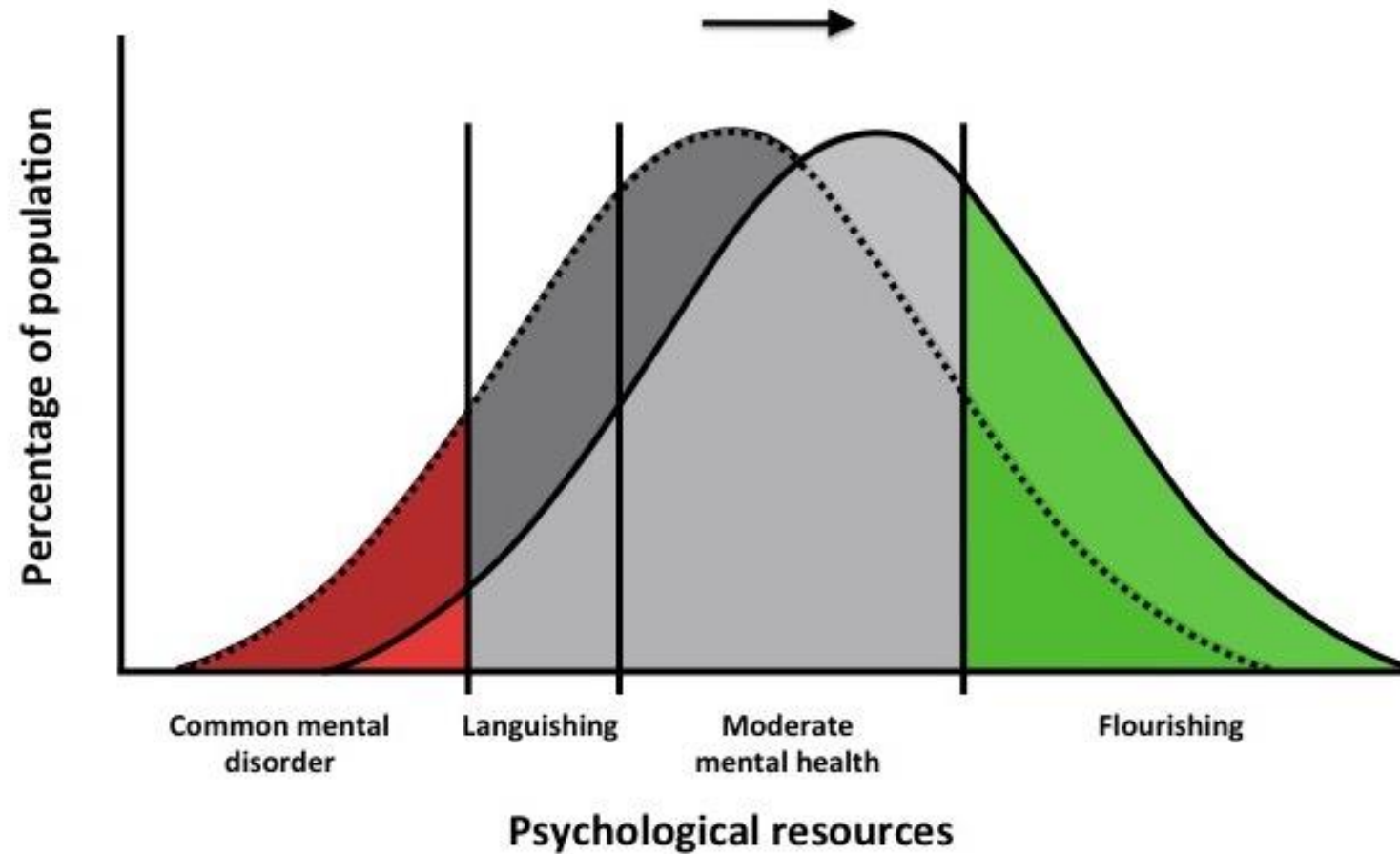
A close-up photograph of several green leaves, likely from a plant like a peace lily, with prominent parallel veins. The leaves are slightly out of focus, creating a soft, natural background. Overlaid on this background is white text in a clean, sans-serif font.

Why Wellbeing Science now?  
and into the future?

# VUCA



# Mental Health Continuum





# Languishing? Joyless & Aimless

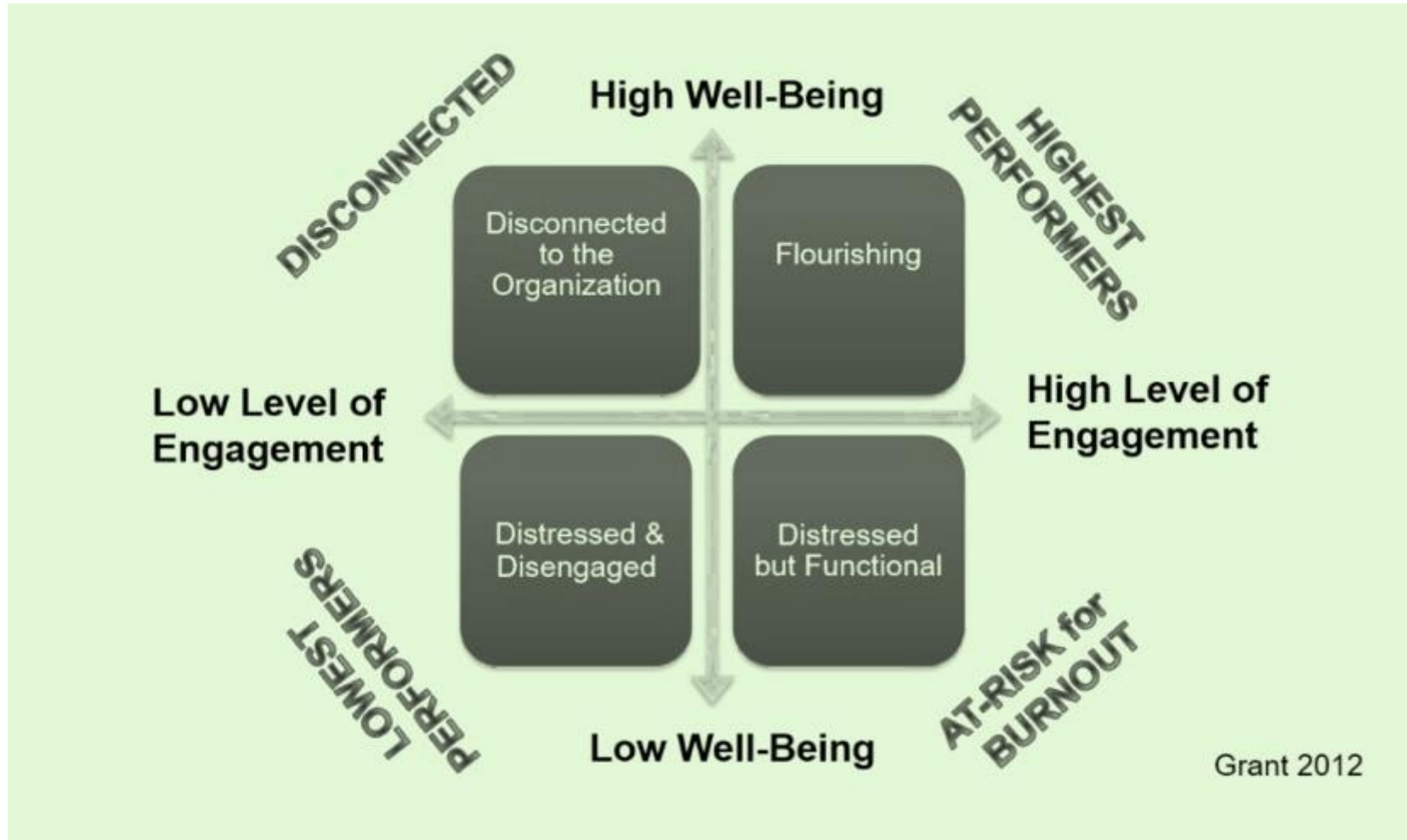


## languishing

verb /'laNG wiSHiNG /

1. A name for the blah you're feeling.
2. The void between depression and flourishing — the absence of well-being.
3. It can dull your motivation and focus. And it may be the dominant emotion of 2021.

# Wellbeing & Engagement Framework





A close-up photograph of several green leaves, likely from a plant like a peace lily, showing prominent parallel veins. The leaves are arranged in a fan-like pattern, with some in sharp focus and others blurred in the background. The overall color palette is various shades of green, from light to dark.

# Psychological Health & Safety



# ISO 45003

Psychological Health & Safety in the Workplace



**Both the organisation and workers have a shared responsibility for maintaining and improving health, safety and well-being at work.**

## 3.2

### **well-being at work**

fulfilment of the physical, mental and cognitive needs and expectations of a worker related to their work

Note 1 to entry: Well-being at work can also contribute to the quality of life outside of work.

Note 2 to entry: Well-being at work relates to all aspects of working life, including work organization, social factors at work, work environment, equipment and hazardous tasks.

# Psych Health & Safety

## Defined as:

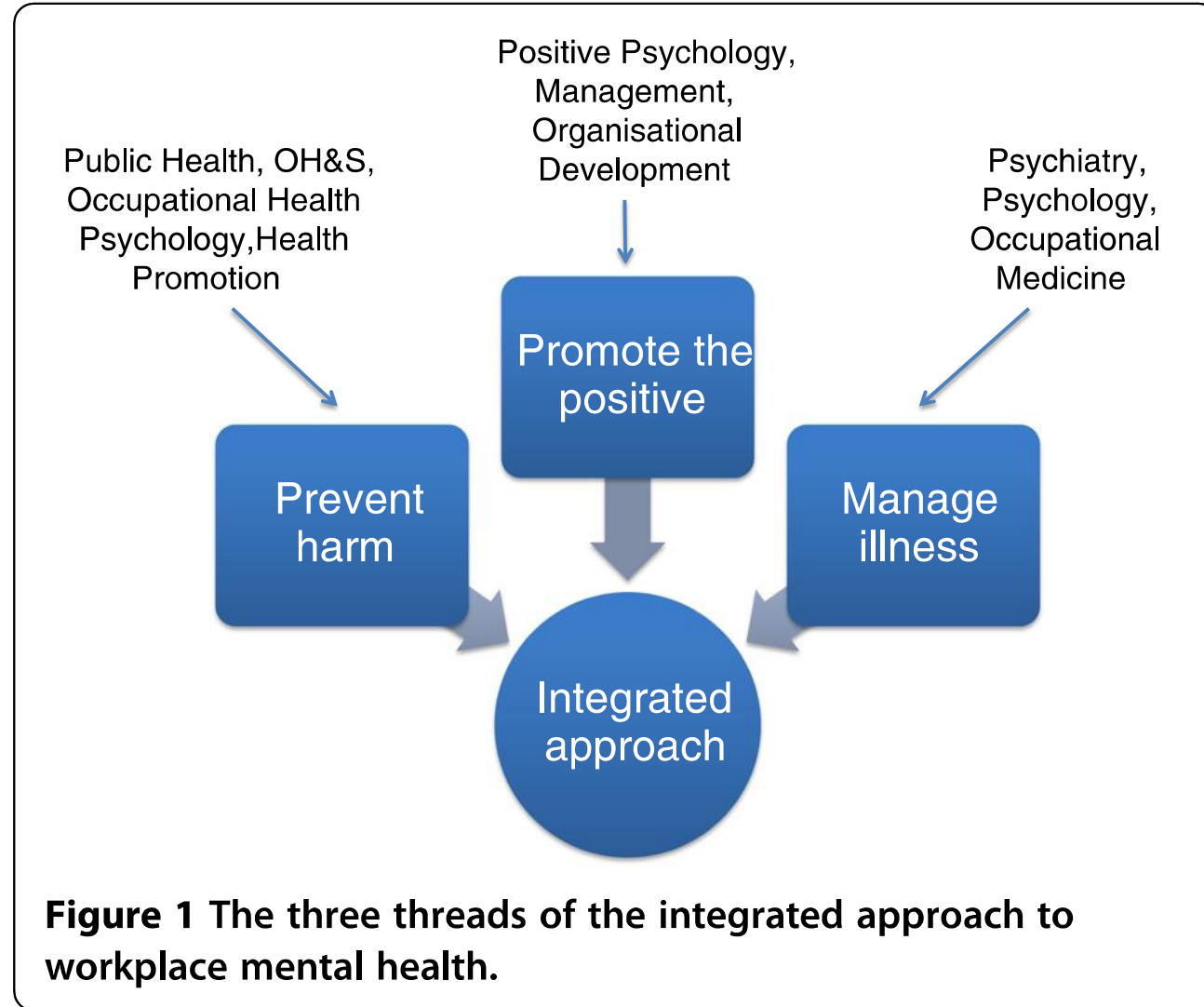
*"a workplace that **promotes workers' psychological well-being** and **actively works to prevent harm to worker psychological health**, including in negligent, reckless or intentional ways".*

[National Standard of Canada on Psychological Health and Safety in the Workplace](#) (2013)

This definition encapsulates two main obligations of organisations to:

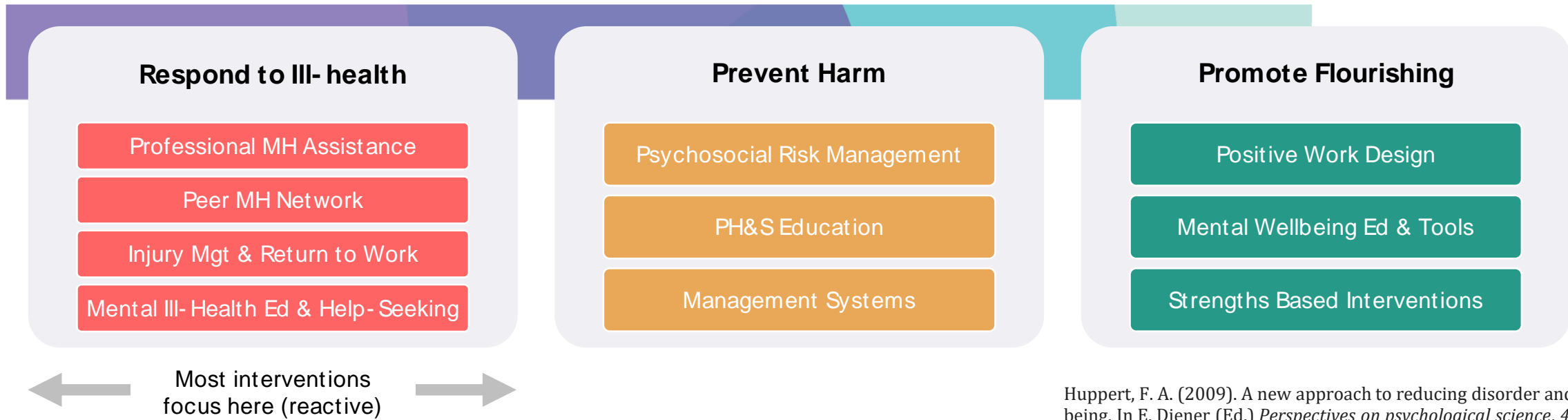
- 1) promote wellbeing, and**
- 2) prevent harm.**

# An integrated approach to workplace mental health



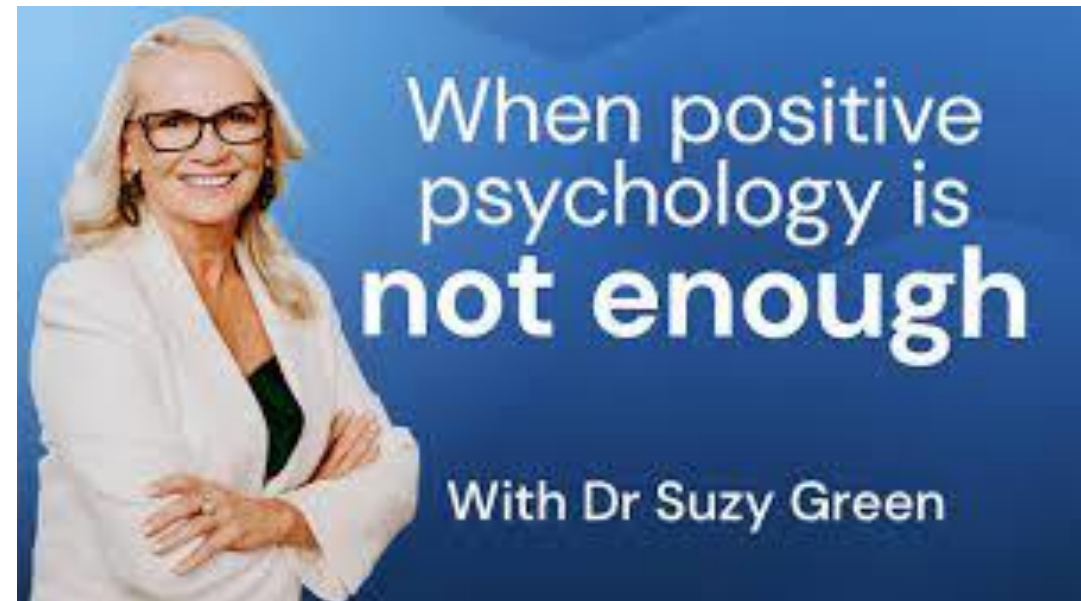


# Recommendations



Huppert, F. A. (2009). A new approach to reducing disorder and improving well-being. In E. Diener (Ed.) *Perspectives on psychological science*, 4, 108-111.

# Recommendations





A close-up photograph of several large, vibrant green leaves, likely from a tropical plant, filling the background. The leaves are layered and curved, creating a sense of depth and movement. The lighting is soft, highlighting the texture and veins of the foliage.

# Thriving Organisations



# Thriving Organisations

*To bring about flourishing, we must pay attention to the “seed” as well as the “soil” – the people as well as the organisational context*

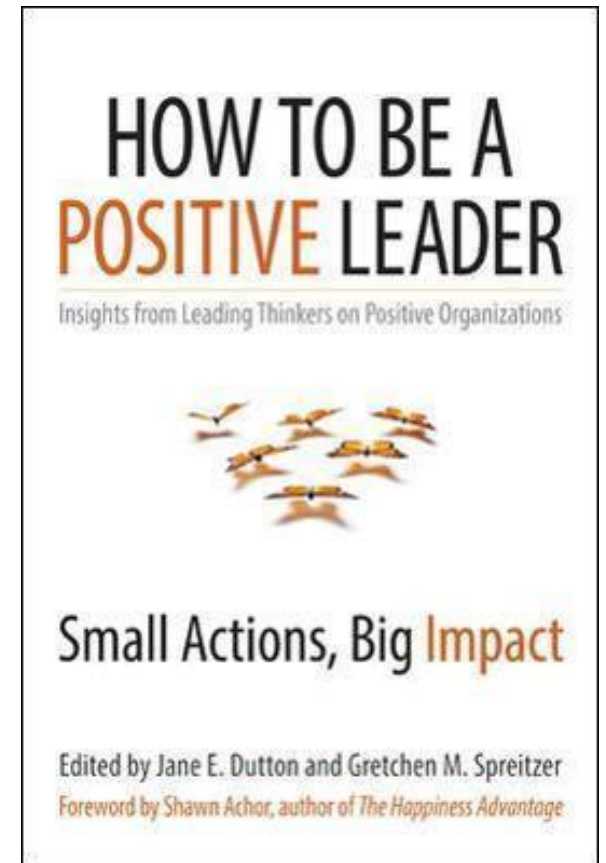
**Worline & Dutton (2017)**



# Thriving Organisations

**Drucker (2002)** suggests that thriving businesses move efficiently towards their goals and commit to continued growth and improvement.

From an organisational psychology perspective, **Spreitzer et al. (2005)** submit that thriving organisations offer their people opportunities to enhance meaning, learning and vitality.



# From engagement to thriving

**Harvard  
Business  
Review**

**Analytics And Data Science**

## **Why Microsoft Measures Employee Thriving, Not Engagement**

by Dawn Klinghoffer and Elizabeth McCune

June 24, 2022



At Microsoft, where we work on the People Analytics team, that means learning what the data can tell us about how our employees aspire to live their lives meaningfully. In particular, we landed on a new way of measuring thriving, at both work and outside of it, that goes beyond engagement only.

- **Meaningful Work**
- **Empowered**
- **Energised**



A close-up photograph of several green leaves, likely from a plant like a peace lily, showing prominent parallel veins. The leaves are layered and slightly curved, creating a sense of depth. The lighting is soft, highlighting the texture of the leaf surfaces. In the center of the image, the text "Wellbeing Science?" is written in a clean, white, sans-serif font. A thin, horizontal yellow line is positioned directly beneath the word "Science?".

# Wellbeing Science?

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# Wellbeing Science

Wellbeing science is the scientific investigation of wellbeing, its antecedents and consequences

Oades et al (2021)





# Positive Psychology

“The scientific study of the conditions and processes that lead to optimal human functioning”

*Gable & Haidt, 2005*



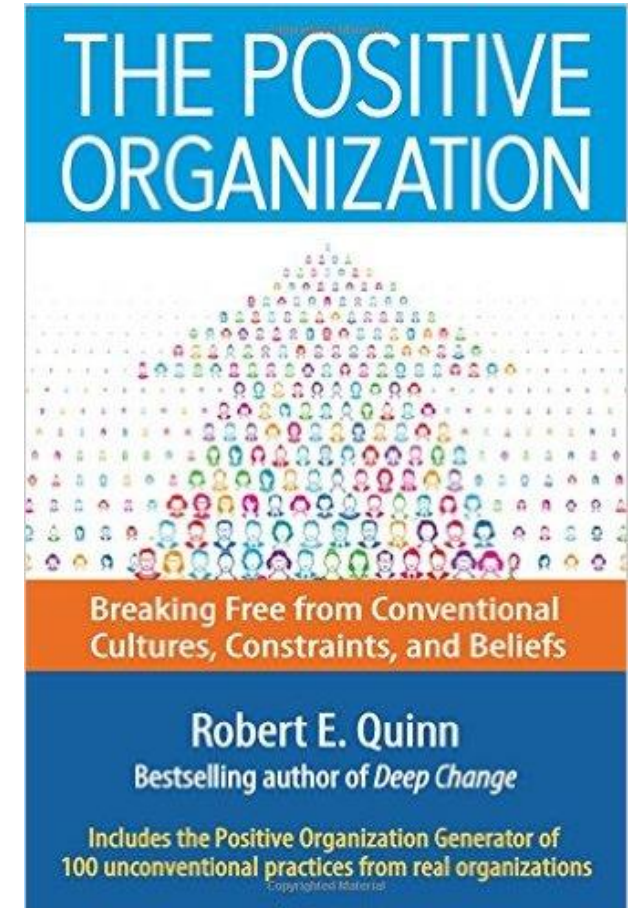


# Positive Organisational Scholarship

Center for Positive Organisations, Uni of Michigan -  
Ross School of Business -

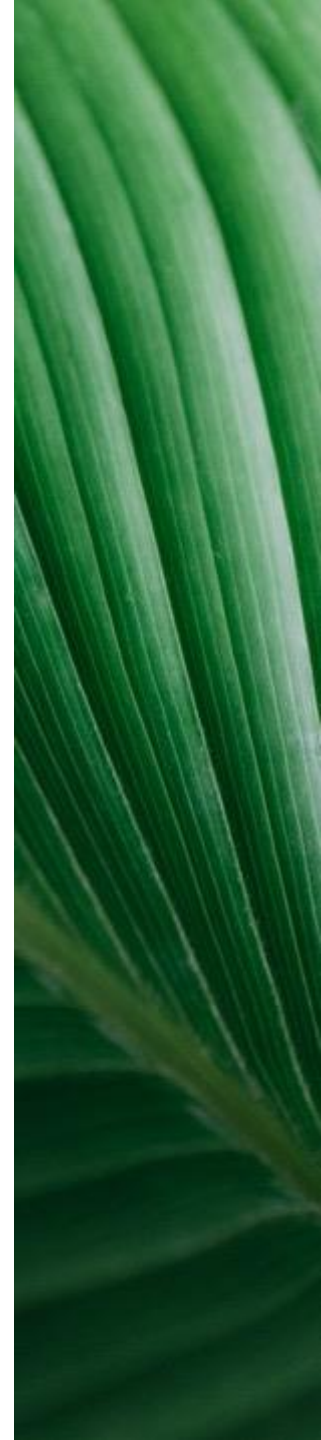
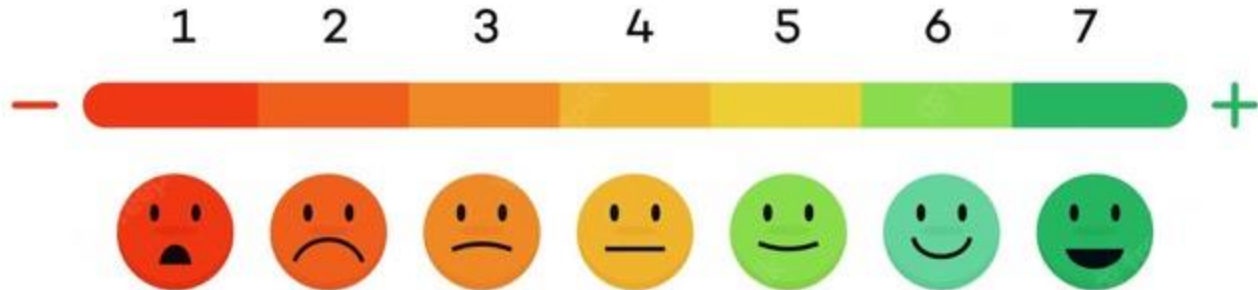
<https://positiveorgs.bus.umich.edu/>

- The study and perspective of POS is committed to revealing and nurturing the highest level of human potential, and it strives to answer questions like:  
***What makes employees feel like they're thriving?  
How can I bring my organization through difficult times stronger than before? What creates the positive energy a team needs to be successful?***

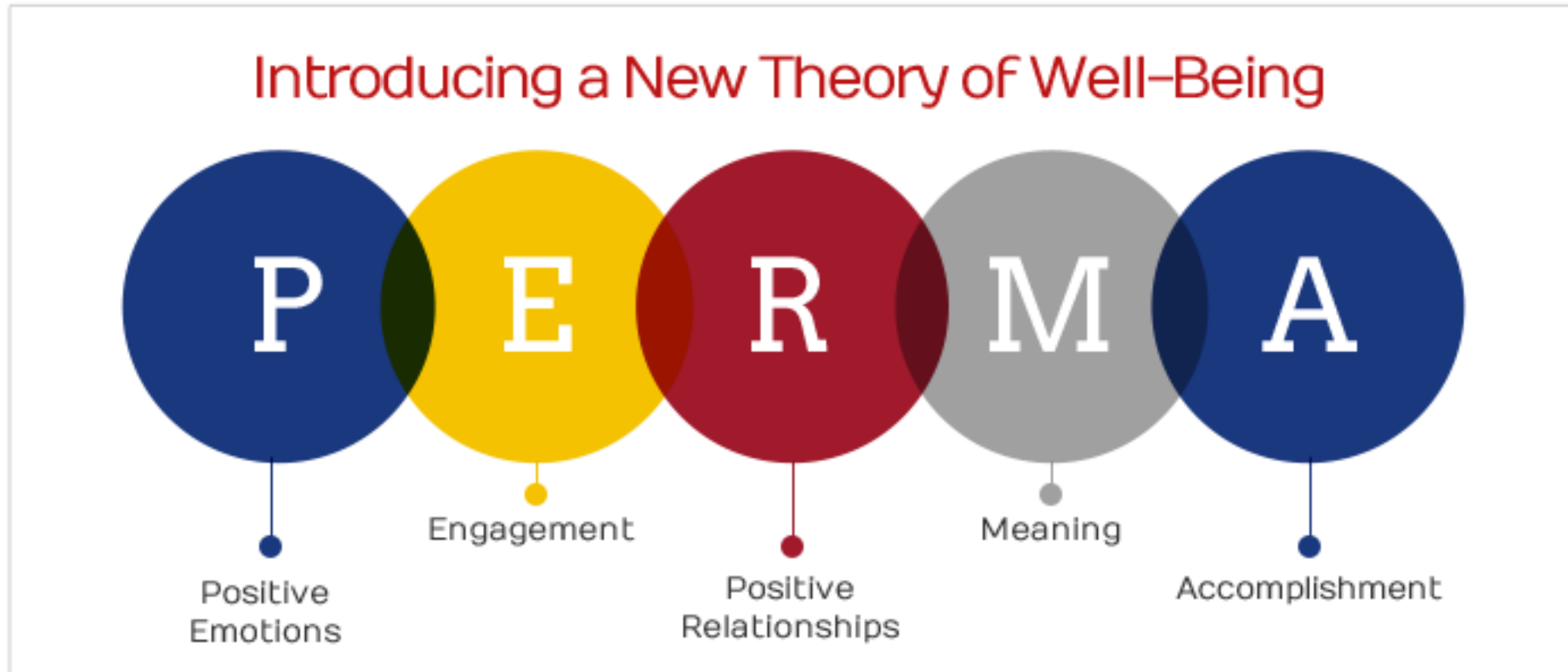


# Key Coaching Question

What rating would you give your current level of wellbeing science knowledge on a scale from 1 to 7?



# Wellbeing Science



Seligman (2012)  
Read his book "Flourish"

Watch his TED Talk - [https://www.ted.com/talks/martin\\_seligman\\_the\\_new\\_era\\_of\\_positive\\_psychology?language=en](https://www.ted.com/talks/martin_seligman_the_new_era_of_positive_psychology?language=en)

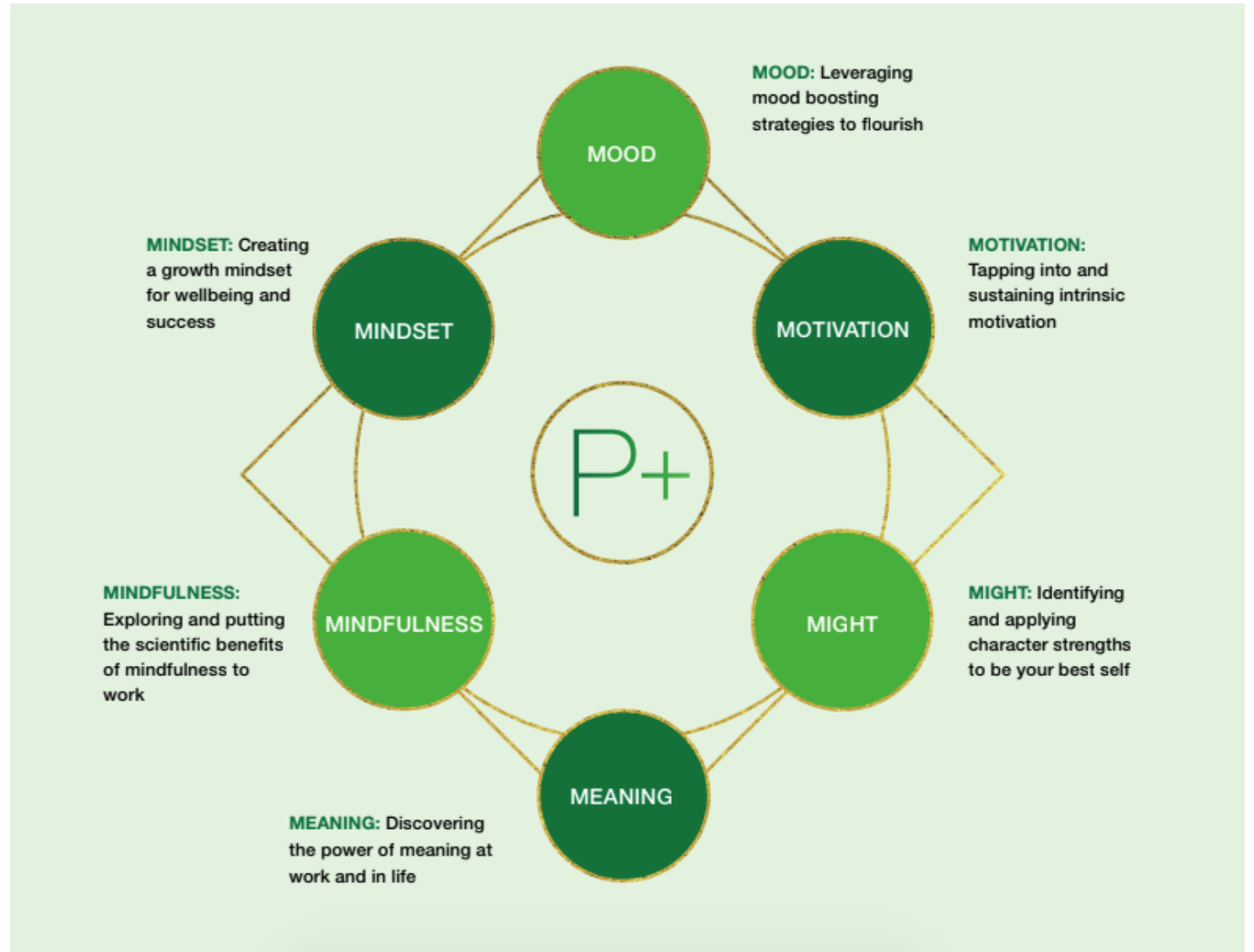


# Wellbeing Science & Strategies

6M

## Foundations of Flourishing Model

Green, 2019



A close-up photograph of vibrant green leaves, likely from a plant like a peace lily, with prominent parallel veins. The leaves are slightly out of focus, creating a soft, natural background. Centered over the image is the text "Promote Flourishing" in a clean, white, sans-serif font. A thin, horizontal yellow line is positioned directly beneath the word "Flourishing".

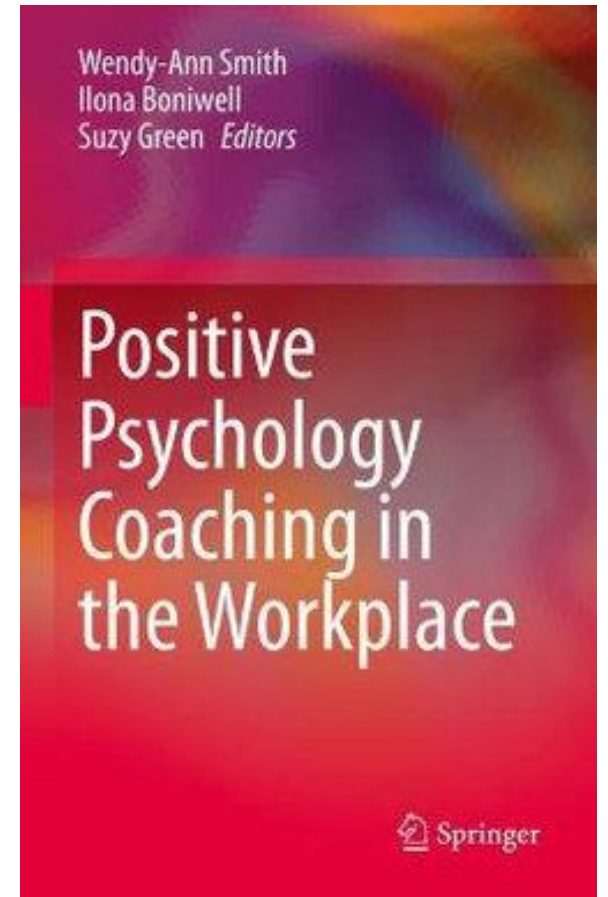
Promote Flourishing

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# Promote Flourishing:

- *Whilst prevention in mental health is concerned with avoiding mental illness, **mental health promotion is concerned with improving positive aspects of mental health...***
- *The past decades of empirical research have consolidated approaches to prevent ill-health (Fusar-Poli et al., 2021); meanwhile, **the potentials of fostering and promoting mental well-being have largely remained unexploited**, resulting in a marginal population-level impact.*
- **Hodgson et al., 1996; WHO, 2002**



A close-up photograph of several green leaves, likely from a plant like a banana or similar, showing detailed vein patterns. The leaves are arranged in a fan-like pattern, with some in sharp focus and others blurred in the background. The overall color palette is various shades of green, from light to dark.

# Benefits to Business



# The Happy, Productive Worker



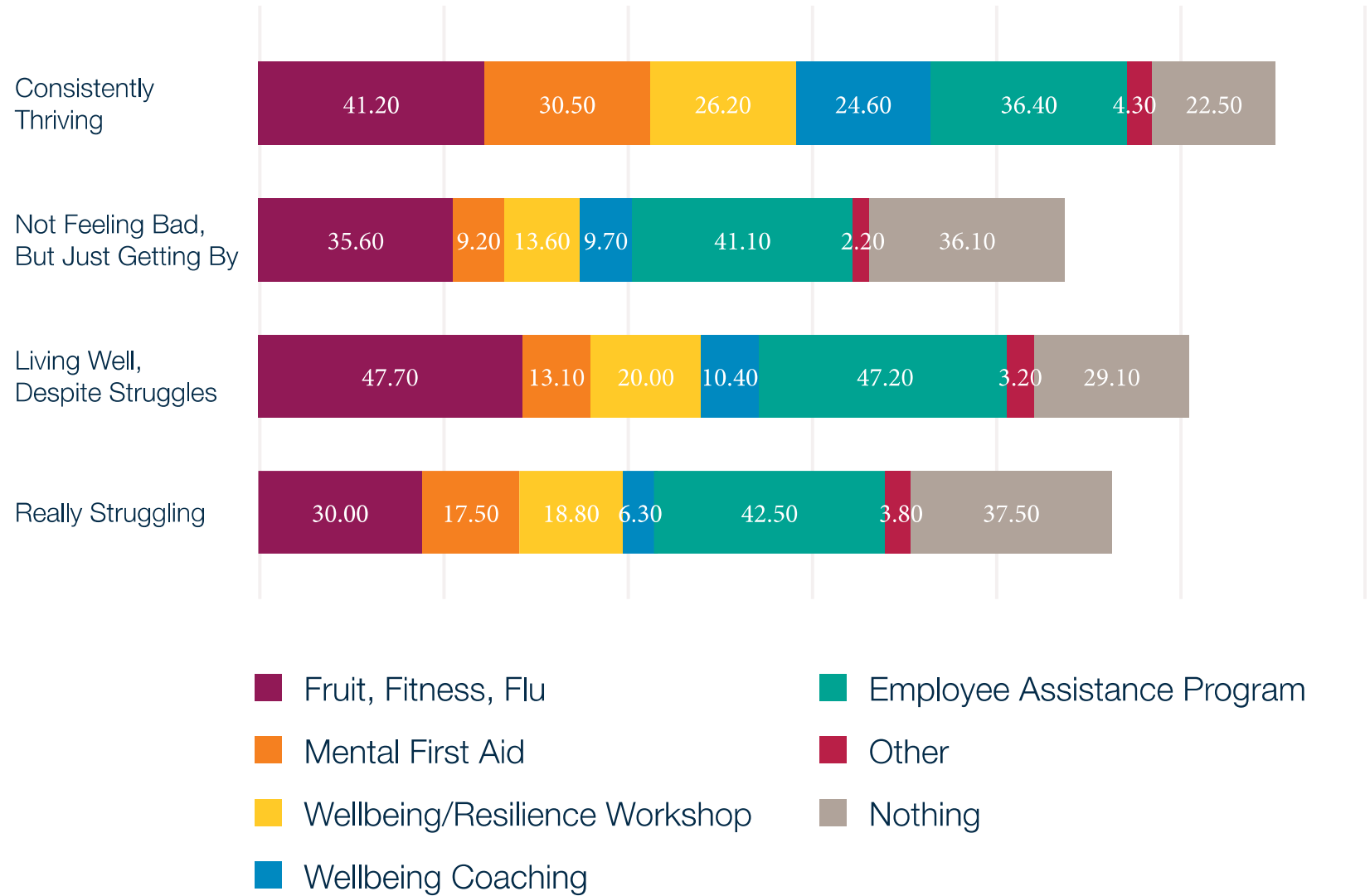
*“We find a significant, strong positive correlation between employees' satisfaction with their company and employee productivity and customer loyalty, and a strong negative correlation with staff turnover. **Ultimately, higher wellbeing at work is positively correlated with more business-unit level profitability**”*

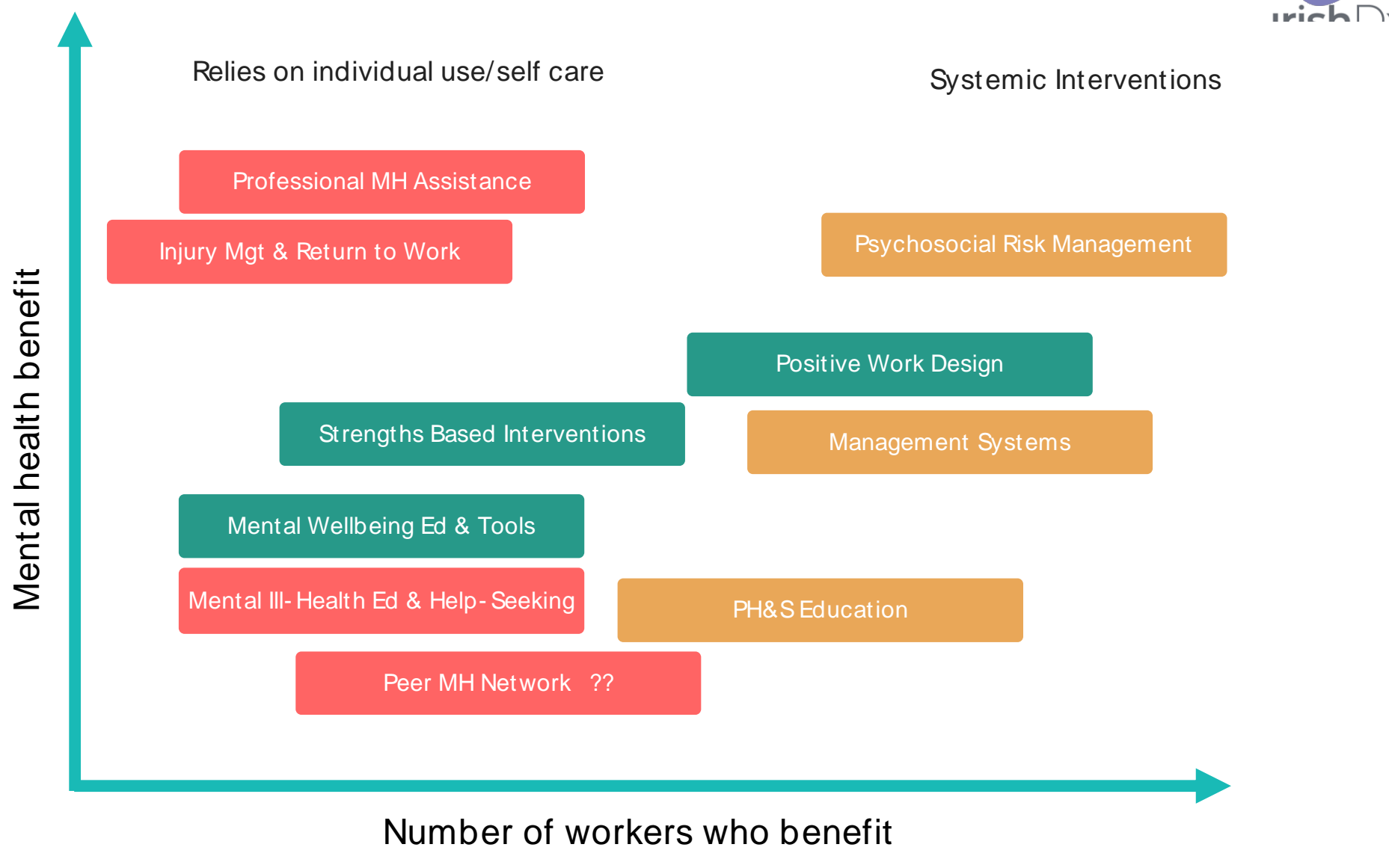


THE  
WELLBEING  
LAB 2018  
WORKPLACE  
SURVEY

THE STATE OF WELLBEING IN  
AUSTRALIAN WORKPLACES

% WELLBEING WORKPLACE SUPPORT BY STATE OF WELLBEING





Number of workers who benefit

A close-up photograph of several green leaves, likely from a plant like a banana or similar, showing detailed vein patterns. The leaves are arranged in a fan-like pattern, with some in sharp focus and others blurred in the background. The word "Implementation" is centered over the image in a white, sans-serif font.

Implementation



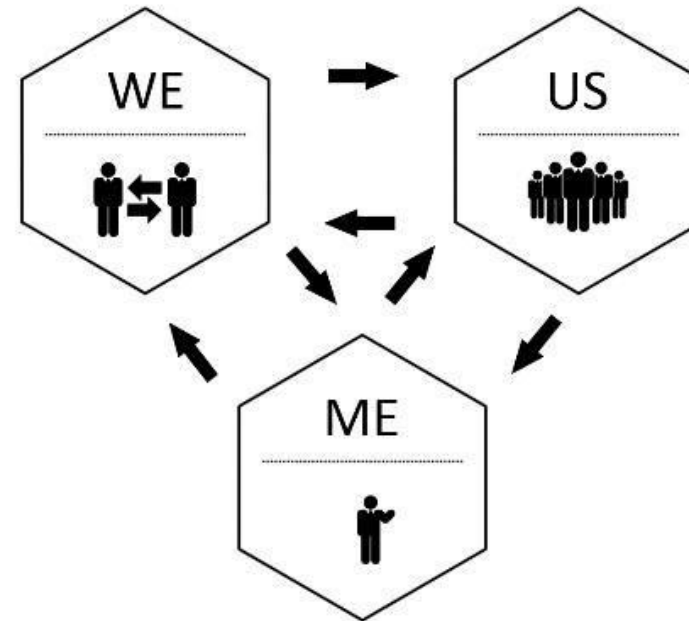
# A Potential Model

Wellbeing science (education + coaching)  
for:

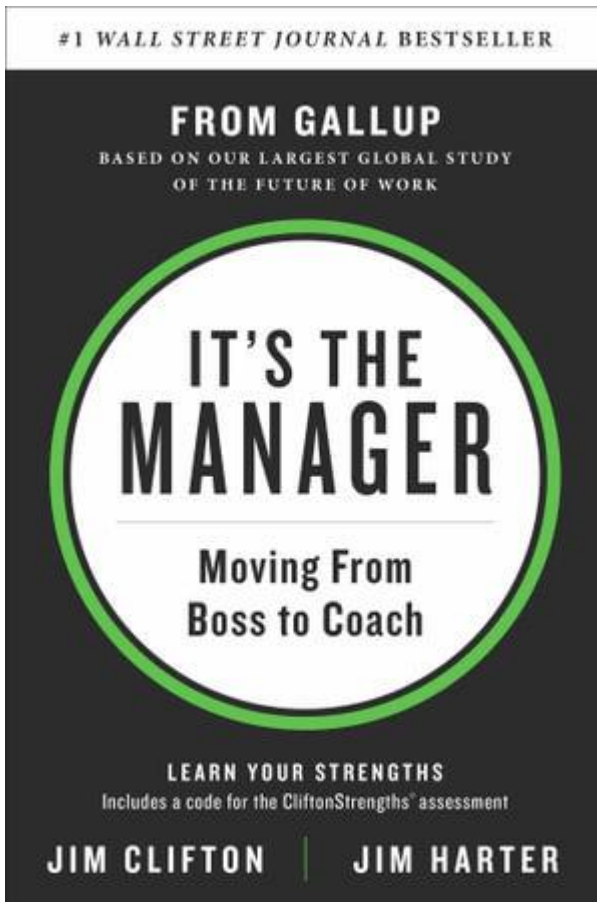
- **Personal transformation** and well-being/flourishing;

But also consideration of wellbeing science  
for:

- **Systemic transformation** and organisational flourishing;



# It's the Manager!

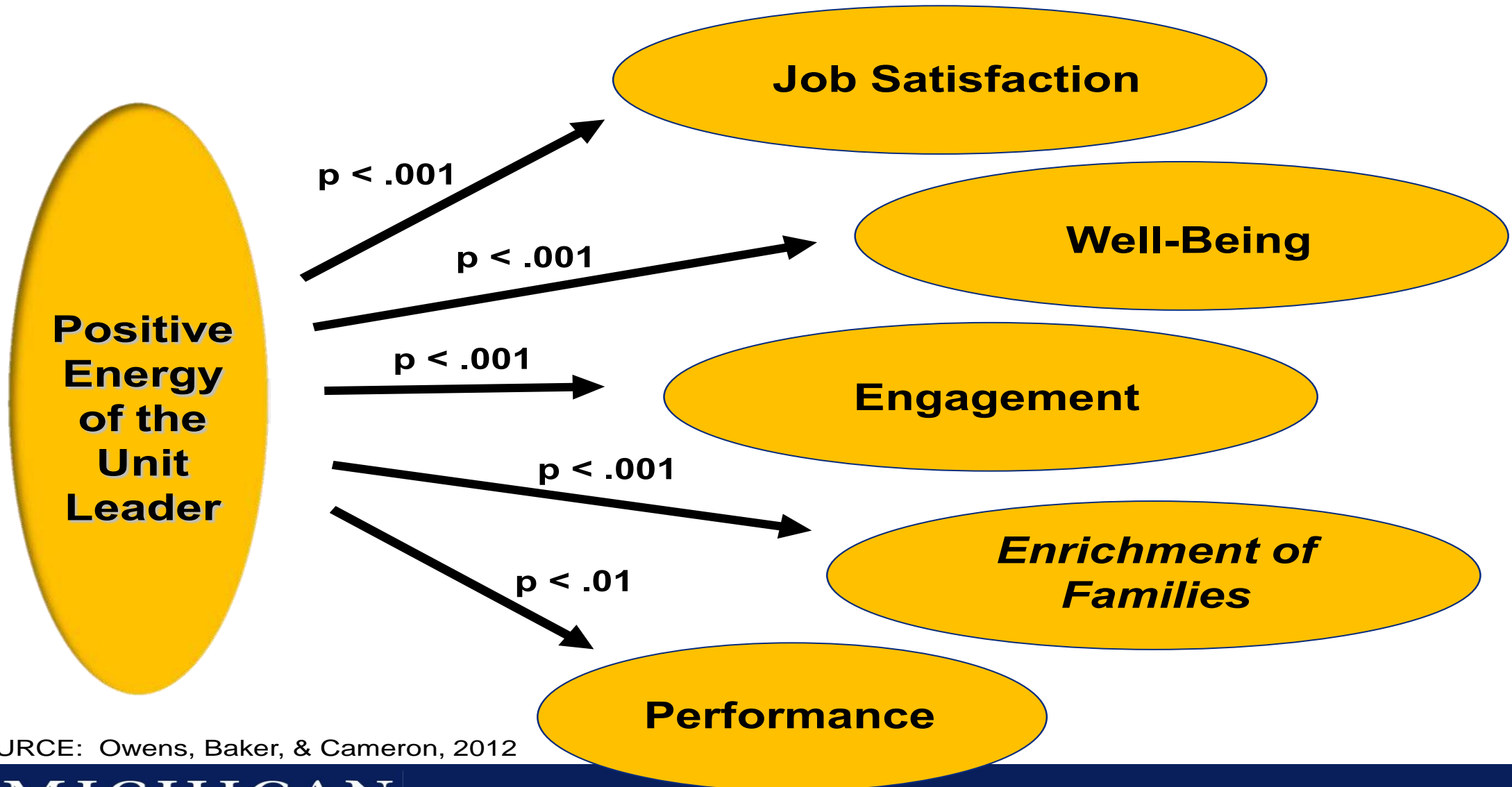


## THRIVING MANAGERS ARE TWO TIMES MORE LIKELY TO BE ENGAGED

Managers who are thriving in four or more of the five well-being elements -- purpose, social, financial, community and physical -- are two times more likely to be engaged than managers who are thriving in three or fewer well-being elements.



# Positive Leadership & Individuals



SOURCE: Owens, Baker, & Cameron, 2012



# Relational Energy

- Individuals are motivated to associate with others who increase their feelings of energy
- Social network studies have measured organisational implications of network ties that are considered “energizing” or “de-energizing”
- (Baker et al., 2003; Cross & Parker, 2004).



# **emotional contagion**

the transfer of emotional state from person to person through social networks, one's emotions triggering similar attitudes in others



# Creating a ripple effect

O'Connor and Cavanagh *Psychology of Well-Being: Theory, Research and Practice* 2013, **3**:2  
<http://www.psywb.com/content/3/1/2>

 **Psychology of Well-Being**  
a SpringerOpen Journal

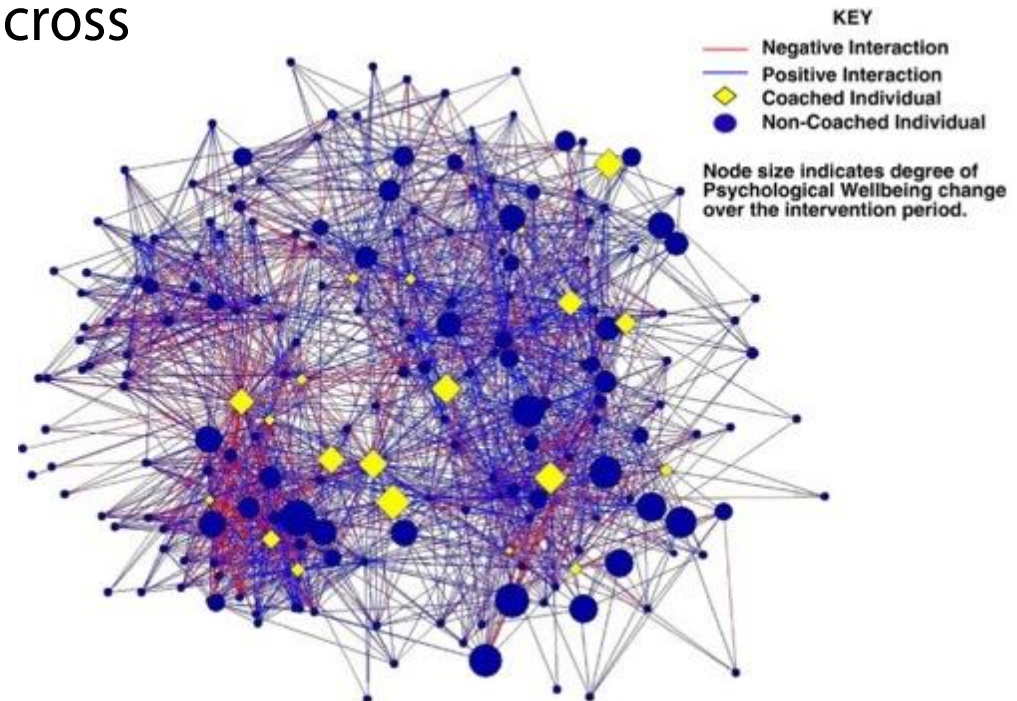
RESEARCH

Open Access

## The coaching ripple effect: The effects of developmental coaching on wellbeing across organisational networks

Sean O'Connor\* and Michael Cavanagh

*“Coaching is designed to change the individual leader and the way in which that leader interacts with the system. As system members adapt to these changes, the system itself is altered.”*





A close-up photograph of several green leaves, likely from a plant like a banana or similar, showing prominent parallel veins. The leaves are slightly curved and layered, creating a sense of depth. The lighting is soft, highlighting the texture of the leaf surfaces. Overlaid on the center of the image is the text "What's your strategy?" in a clean, white, sans-serif font.

What's your strategy?

# What was all that again?

## Science & Strategies



1. Take an integrated approach to workplace mental health – build a business case (email us)
2. Do an audit – [www.mentalhealthaudit.com](http://www.mentalhealthaudit.com)
3. Use a rigorous psychosocial risk assessment
4. Consult with experts in wellbeing science for mental health & wellbeing education & strengths based interventions – Me We Us
5. Provide both Education & Coaching for Leaders & Staff

Q & A:

Questions, Comments or  
commitments?







# Thank You



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