

HAPPINESS IN THE NORTH AMERICAN WORKPLACE

Using Cynthia Fisher's "Happiness at Work" and other sources, we've found two determinants of happiness:

ONE. A Well-Rounded Environment

concerns the quality of the **physical** environment, the **actual work** an employee is responsible for

TWO. Have Affective Organization

the internal and external **emotions** evoked by the workplace as a **social** environment

MAIN FEATURES AND CONSEQUENCES OF AN UNHAPPY WORKPLACE

The North American workforce's unhappiness seems to be rooted in systemic issues such as imbalanced power dynamics, unsustainable approaches to employee performance, and affectively disorganized environments.

So many employees are unmotivated and dissatisfied, but why?

59%

OF THOSE UNSATISFIED WITH THEIR JOBS SAID THEIR WORKPLACE WAS TOXIC

A whole host of factors can explain the reason, for example:

- ONE. **LACK OF EMOTIONAL ORGANIZATION**
- TWO. **Imbalanced power dynamics**
- THREE. **A failure to address the two determinants: well-roundedness and affective organization.**



UNHAPPY WORKPLACES: Three Case Studies



Amazon

NOT WELL-ROUNDED

High turnover rate due to toxic managers, difficult work, and scheduling issues.



Theranos

NOT AFFECTIVELY ORGANIZED

Autocratic leadership, excessive surveillance, and manipulative tactics.



Wells Fargo

NEITHER WELL-ROUNDED NOR AFFECTIVELY ORGANIZED

Strict sales quota and peer pressure leads to millions of unauthorized customer accounts.

HOW UNHAPPY WORKPLACES HAVE BEEN FIXED



Bank's Call Center

NEITHER WELL-ROUNDED NOR AFFECTIVELY ORGANIZED

Rigid schedules, no casual spaces for interaction. Isolated employees, poor teamwork.

FIXED:

Created tea rooms and aligned break schedules. Daily team meetings for shared challenges and successes.

WELL-ROUNDED AND AFFECTIVELY ORGANIZED



Pharmaceutical Team

NEITHER WELL-ROUNDED NOR AFFECTIVELY ORGANIZED

High-pressure environment, almost no collaboration. Top-down management cause fear of failure.

FIXED:

used wearable badges to monitor team interactions, focusing on energy, engagement, and exploration

PARTIALLY WELL-ROUNDED AND AFFECTIVELY ORGANIZED



Marketing Department of a German Bank

NEITHER WELL-ROUNDED NOR AFFECTIVELY ORGANIZED

Over-reliance on email, no real-time discussions. Lack of face-to-face interaction, and miscommunications.

FIXED:

Structured weekly meetings for real-time problem-solving. Encouraged in-person collaboration to strengthen team cohesion.

PARTIALLY WELL-ROUNDED AND AFFECTIVELY ORGANIZED

WHAT'S IN A HAPPY WORKPLACE?

1. A well-rounded physical environment, with **hedonically**, and **eudaimonically** rewards
2. Affectively organized workplace where people can communicate freely (**psychological safety**)
3. A business built on **moral practices**, which create a need for well-rounded work, organized affectively



“ ...happiness at work is likely to be the glue that retains and motivates the high-quality employees of the future. ”

- Cynthia D. Fisher