



THE
WELLBEING
LAB 2020
WORKPLACE
REPORT

THE STATE OF WELLBEING IN AUSTRALIAN WORKPLACES

THEWELLBEINGLAB

A MICHELLEMCQUAID PROGRAM

AHRI
Australian HR Institute

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Letter For Australian HR Institute

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FROM THE AUSTRALIAN HR INSTITUTE

ABOUT THIS STUDY

The Wellbeing Lab Workplace Survey was first conducted in September 2018. A sample of 1,002 randomly selected employees across Australia completed the survey, providing one of the largest comprehensive evaluations of the State of Wellbeing in Australian Workplaces since 2010.

The Workplace Survey was a variant of the PERMAH Wellbeing Survey (www.permahsurvey.com) developed by Dr. Peggy Kern from the University of Melbourne. The refined survey was designed to help employees and their organizations better understand the factors supporting and undermining wellbeing in the workplace and to more intelligently shape workplace wellbeing strategies.

In December 2019 we asked a new randomly selected sample of 1,007 Australian workers the same questions. Results supported the consistency and validity of the original findings. In addition, based on emerging industry trends and feedback, several new questions were added to help us better understand how the struggles workers had identified were impacting their wellbeing.

Respondents were representative of the Australian workforce and included:

GENDER	
Men	505
Women	500
Other/Not reported	2

AGE GROUPS	
25 – 34 years	281
35 – 44 years	252
45 – 54 years	253
55 – 65 years	221

AGE GROUPS	
New South Wales	324
Victoria	258
Queensland	206
South Australia	71
Western Australia	106
ACT	16
Tasmania	22
Northern Territory	4

JOB ROLES	
Owners	102
Directors	16
C-Suite/Managers	176
Professionals	257
Technical Experts	58
Co-ordinators	31
Administrative	139
Customer Service	109
Contractors	38
Other	81

Industries were representative of Australian workplaces including Agriculture, Banking, Education, Telecommunications, Manufacturing, Mining, Science, Trades and Tourism.

If you would like more information about this report or additional findings by gender, age, location, job role or industry (not reported), please contact chelle@thewellbeinglab.com.

1.

CURRENT STATE: WELLBEING IN AUSTRALIAN WORKPLACES

In its simplest form, wellbeing is the ability to feel good and function effectively as we navigate the inevitable highs and lows of work and life. Studies – including this one – find that how we feel (physically, emotionally and socially) and how we perform at work have a mutually enhancing cycle. Work provides opportunities for ongoing learning and development, meaningful achievements and connecting with others, which nourish our wellbeing. And when we feel physically, mentally and socially well, we bring more energy, focus and motivation to work and are more productive. Thriving occurs when we consistently feel and function well.



14.7%

AUSTRALIAN WORKERS WERE
CONSISTENTLY THRIVING,
VERSUS 18.7% IN 2018

THRIVING ≠ PROBLEM FREE

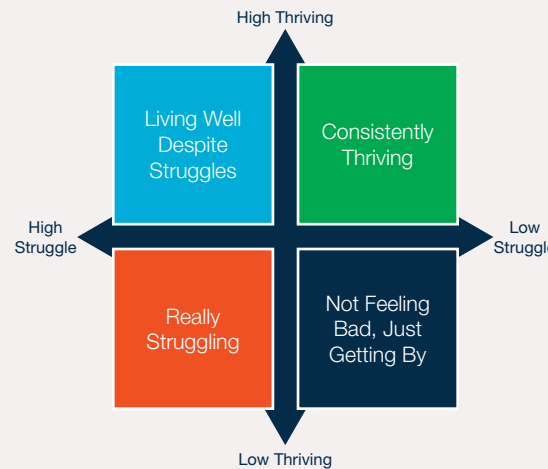
Wellbeing ranges from languishing (low levels of wellbeing) to thriving (high levels of wellbeing). We might imagine that those who thrive have problem-free lives. But in our 2018 study, we discovered that 37% of Australian workers reported that they were living well despite struggles and that their levels of job satisfaction and performance were no different from workers who reported that they were consistently thriving.

We were intrigued by the result. Perhaps it was a fluke in the sample or the wording of the question. And then we saw the same pattern in a survey of 1,000 US workers. And this pattern was replicated in the 2019 Australian sample.

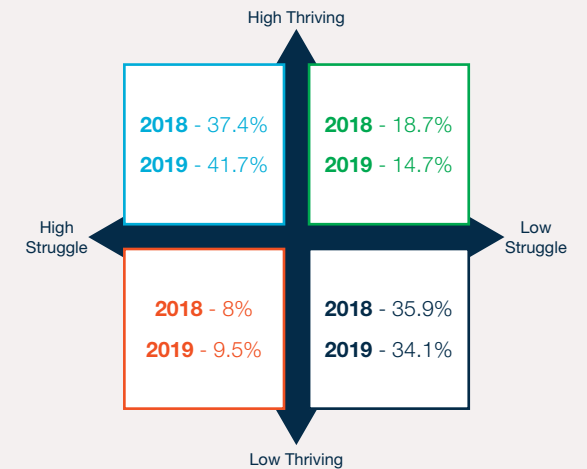
Notably, both workers who reported consistently thriving and workers who reported living well despite struggle were statistically more likely to have higher levels of job satisfaction, better performance and greater commitment to their organization. They were also likely to report higher levels of performance for their team and their organization.

It appears that it is possible to thrive despite struggle, and it is possible to not experience wellbeing even in the absence of struggle.

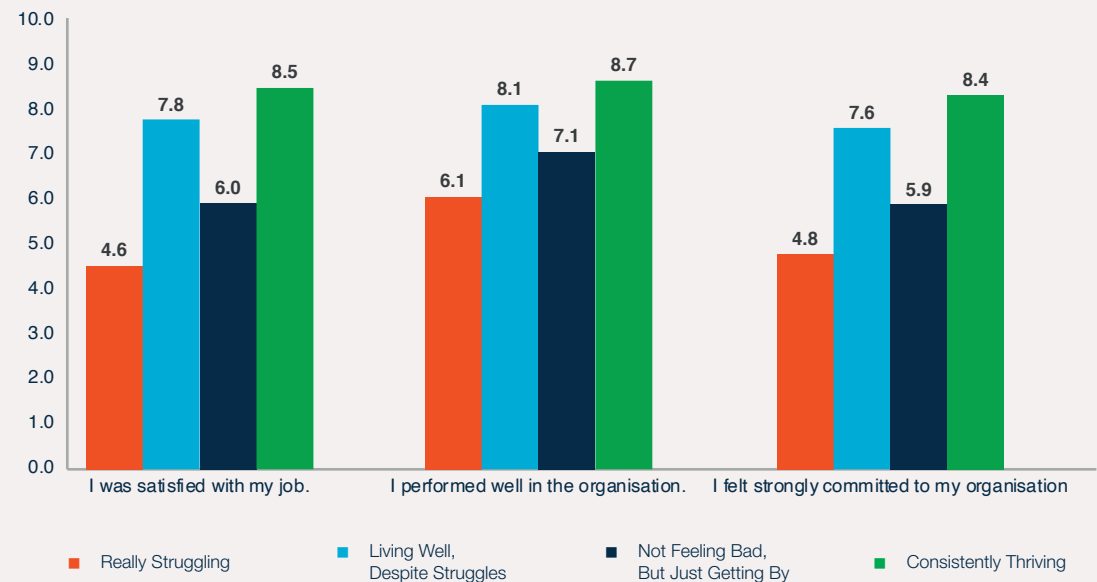
STATE OF WELLBEING



STATE OF WELLBEING IN AUSTRALIAN WORKPLACES



STATE OF WELLBEING BY INDIVIDUAL OUTCOMES



CONTEXT MATTERS

Our results support numerous other studies that indicate that the personal and professional context of workers impacts employee wellbeing.

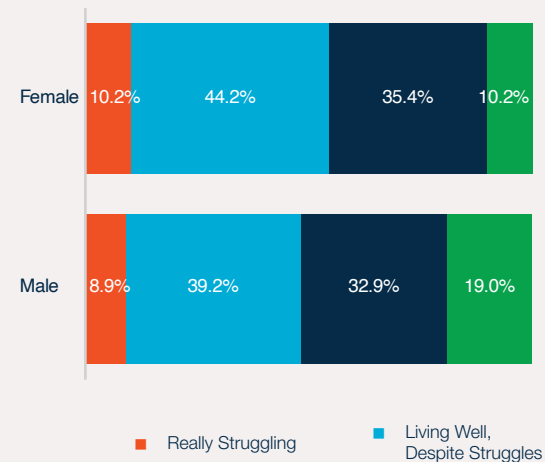
Men were more likely to report that they were *consistently thriving*, while women were more likely to report that they were *living well, despite struggle*.

Workers aged 55+ years were the most likely to be *consistently thriving* or *living well despite struggles*. Workers aged 35-44 years were the most likely to be *really struggling*.

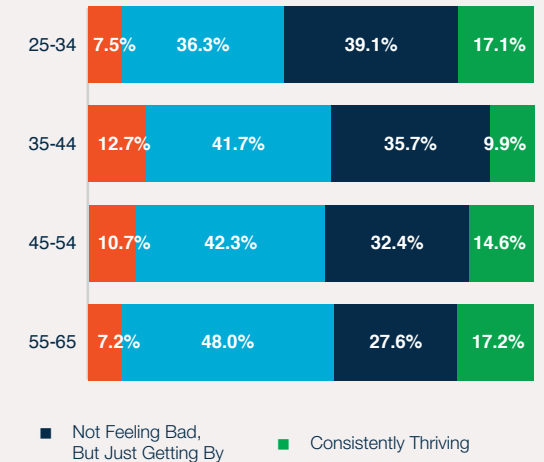
Workers in job roles with more autonomy (i.e., owners, c-level/managers and contractors) were more likely to report they were *consistently thriving*. In contrast, workers in customer service roles were the most likely to be *not feeling bad, but just getting by* or *really struggling*.

Workers in banking, finance and insurance, community and social services, and hospitality and tourism were more likely to be *really struggling*. Workers in IT and telecommunications, retail and call centres, transportation and warehousing industries were most likely to be *not feeling bad, but just getting by*. Workers in banking, finance and insurance were also the most likely to be *consistently thriving*.

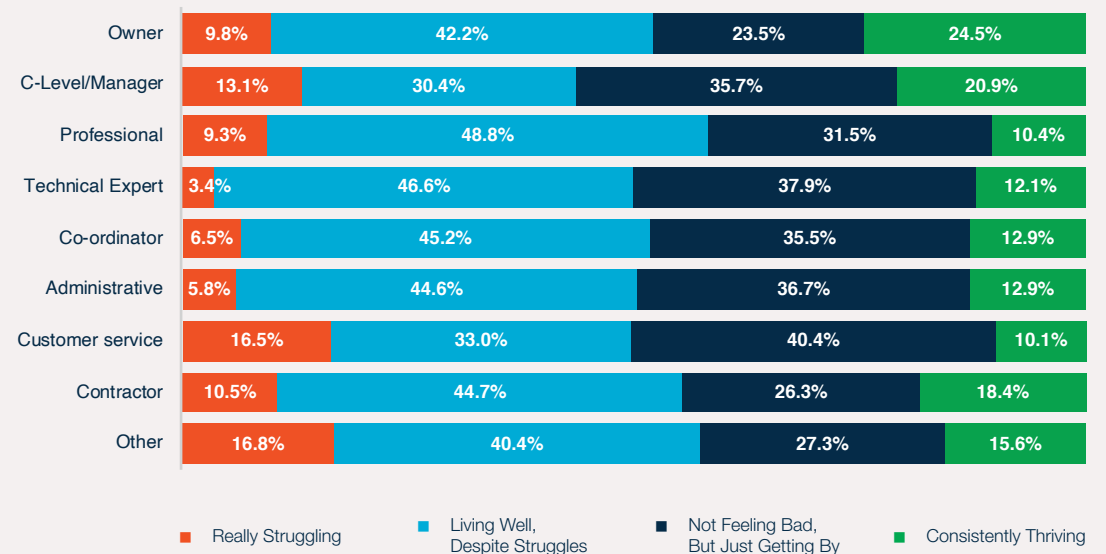
STATE OF WELLBEING BY GENDER



STATE OF WELLBEING BY AGE



STATE OF WELLBEING BY JOB ROLE



AN AH-HA MOMENT

Our findings make it clear that feelings of struggle and stress don't have to undermine people's wellbeing or performance – in fact, they can enhance it provided they know how to respond to these signs as opportunities for learning and growth.

Does your definition of workplace wellbeing give workers the permission to struggle?



2.

WELLBEING REQUIRES WAY POWER, WILL POWER & WE POWER

Our levels of wellbeing naturally ebb and flow as we experience the ups and downs of life. Thus, the goal is not to constantly achieve the highest amount of wellbeing, but rather to use our wellbeing scores to help ourselves and others become more intelligent and active agents who can effectively engage in and function well at work, regardless of what life throws at us. How can we be more intelligent and active agents? Our findings indicate three key ingredients: ability (way power), motivation (will power) and psychological safety (we power).



51%

AUSTRALIAN WORKERS FELT
VERY CONFIDENT TO MANAGE
THEIR WELLBEING, VERSUS
49% IN 2018.

WAY POWER AND WILL POWER

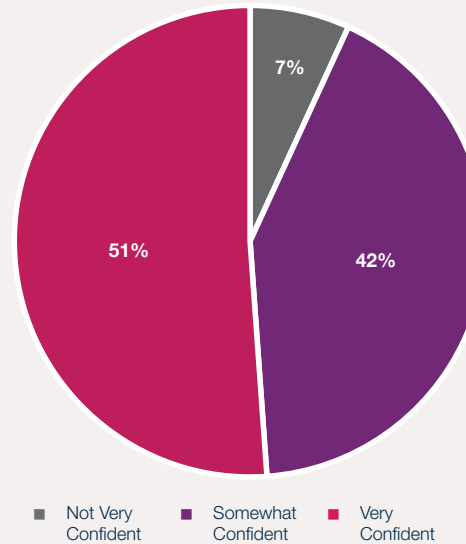
Workers who reported higher levels of confidence in their ability to care for their own wellbeing were statistically more likely to be consistently thriving or living well despite struggles than other workers. Put simply, they have the way power to effectively care for their wellbeing – be that the knowledge, tools, or the support they need.

Given the investment many Australian workplaces are making in wellbeing, it was encouraging to see a slight increase from 48% to 51% in workers' confidence and ability to manage their wellbeing.

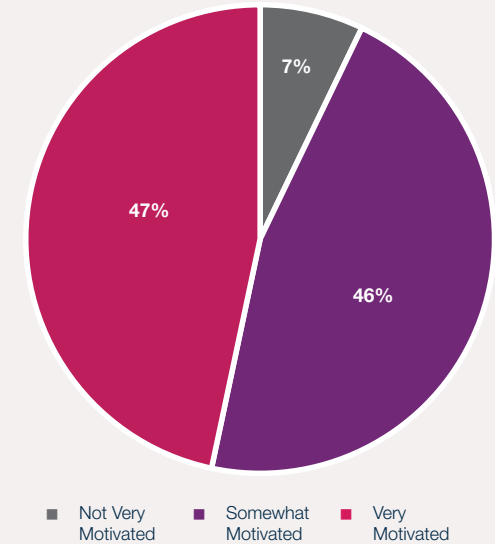
But ability alone is not enough. Thriving does not simply happen, but takes ongoing effort. Workers who reported higher levels of motivation to improve their wellbeing were also statistically more likely to be *consistently thriving* or *living well despite struggles* than other workers. Put simply, they have the will power to take actions to care for their wellbeing, whether through on-going engagement in health-promoting activities or learning new strategies.

Way power and will power provide workers with the tools they need to be more intelligent and active agents in caring for their wellbeing. They also can be sources of support for others who may be struggling with their wellbeing.

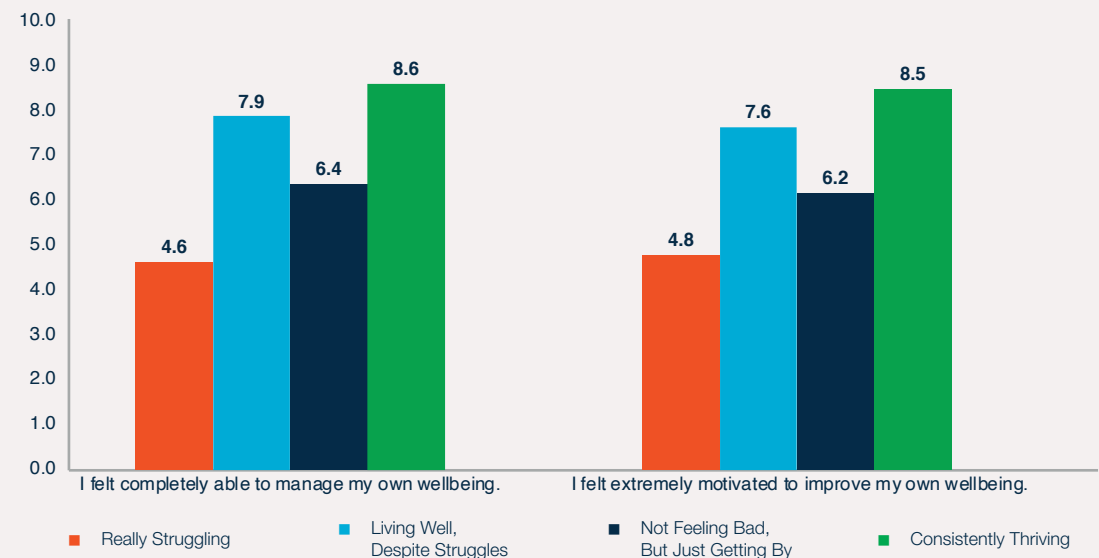
WELLBEING ABILITY



WELLBEING MOTIVATION



STATE OF WELLBEING BY ABILITY & MOTIVATION



WE POWER PROVIDES SAFETY

Beyond individual way power and will power, the social context of the workplace also matters. Studies – including ours – find that workers experience greater wellbeing and better performance when they feel psychologically safe to bring up problems and talk honestly about mistakes with each other.

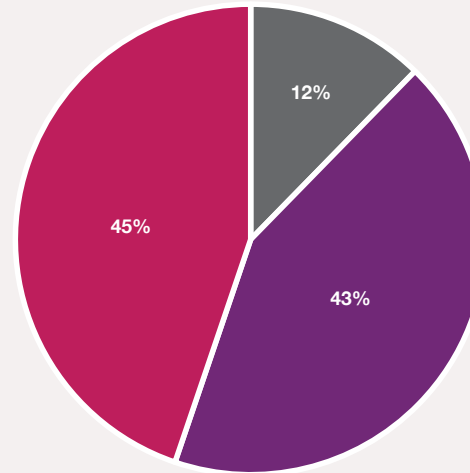
Workers who reported higher levels of psychological safety were statistically more likely to be *consistently thriving* or *living well despite struggles* than other workers. Wellbeing occurred when workers felt safe and included at work, even if they were struggling.

In contrast, workers who were *really struggling* or *not feeling bad, but just getting by* were statistically more likely to report that they felt it best to keep their struggles to themselves at work.

Unfortunately, over half of the sample felt that it was best to keep struggles to themselves some or all of the time, and 12% felt psychologically unsafe in their workplace.

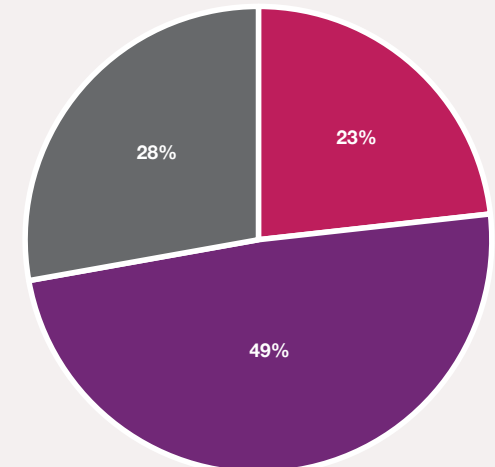
These findings highlight the importance of normalizing struggle as part of wellbeing and creating opportunities for them to talk about struggle as part of normal work experiences.

PSYCHOLOGICAL SAFETY



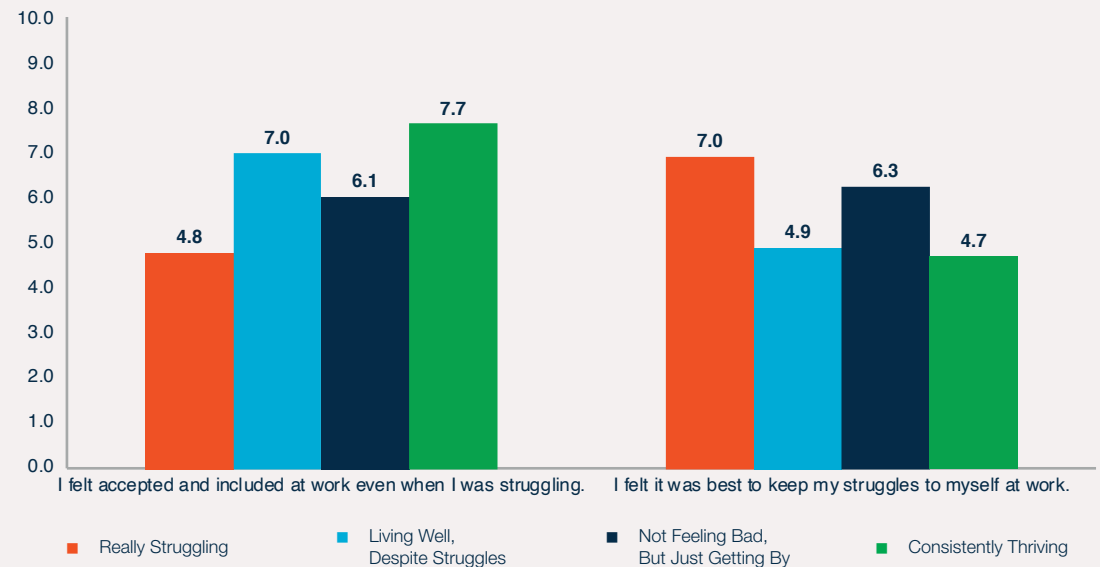
■ Not Very Safe ■ Somewhat Safe ■ Very Safe

BEST NOT TO SHARE STRUGGLES



■ Able To Share Struggles ■ Able To Share Struggles Sometimes ■ Not Able To Share Struggles

STATE OF WELLBEING BY PSYCHOLOGICAL SAFETY & BEST NOT TO STARE STRUGGLES



AN AH-HA MOMENT

Normalizing struggle can make it psychologically safer for workers to talk to each other about aspects at work or home that may be undermining their wellbeing. Learning how others navigate struggle can help to improve their ability and motivation to care for themselves and each other at work.

Do your workers feel psychologically safe enough to talk honestly with each other about their wellbeing?



3.

BOOSTING THRIVING: WHY OTHER PEOPLE MATTER

Caring for our wellbeing is not a solo endeavour. Wellbeing perceptions, experiences and behaviors are diverse and spread through a complicated web of social connections.



22%

AUSTRALIAN WORKERS RATED
THEIR RELATIONSHIPS AS
CRITICAL TO BOOSTING
THEIR WELLBEING.

WELLBEING IS DIVERSE

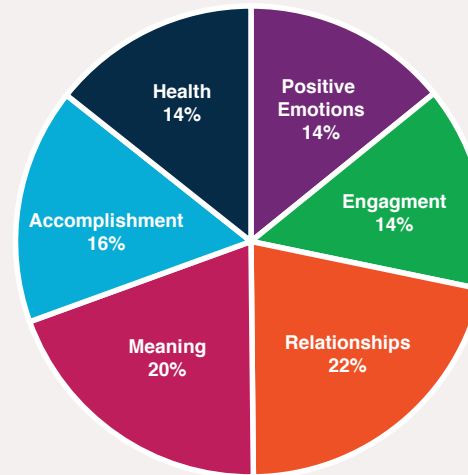
One way to understand, measure and action evidence-based approaches for improving wellbeing is Professor Martin Seligman's PERMAH Wellbeing Framework, which suggests that wellbeing comprises: positive emotions, engagement, relationships, meaning, accomplishment and health.

Each of the PERMAH factors provide indications of our overall feelings of wellbeing. Importantly, there is no single number or specific domain that indicates thriving. Depending on one's values and preferences, different profiles are ideal for different people. But as the six factors are interconnected and influence one another, feeling poorly in one area can result in feeling poorly in other areas as well.

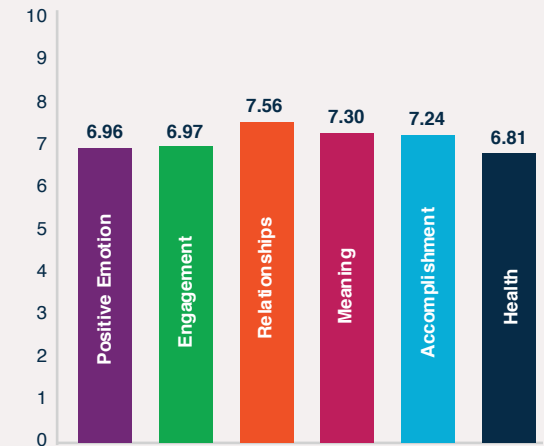
Workers who were *consistently thriving* or *living well despite struggle* reported statistically higher scores on all PERMAH factors than other workers. Meaning was particularly important for those *living well despite struggle*, and relationships were important across all groups.

Workers, especially those who were really struggling, reported low levels of positive emotion and physical health compared to other workers.

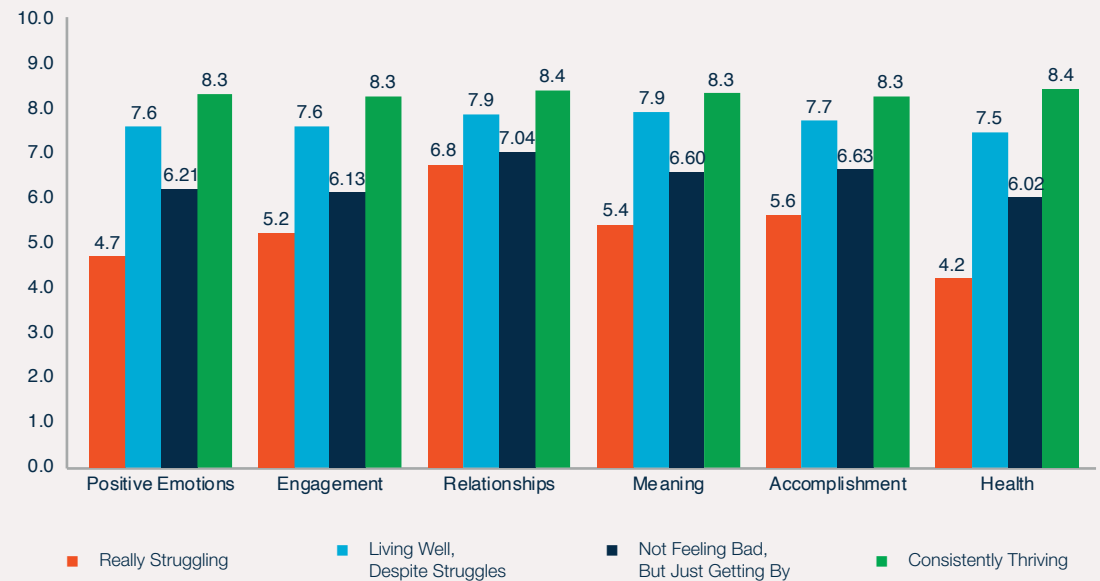
HIGHEST PERMAH WELLBEING FACTORS



PERMAH WELLBEING FACTORS BY MEAN



STATE OF WELLBEING BY PERMAH WELLBEING FACTORS



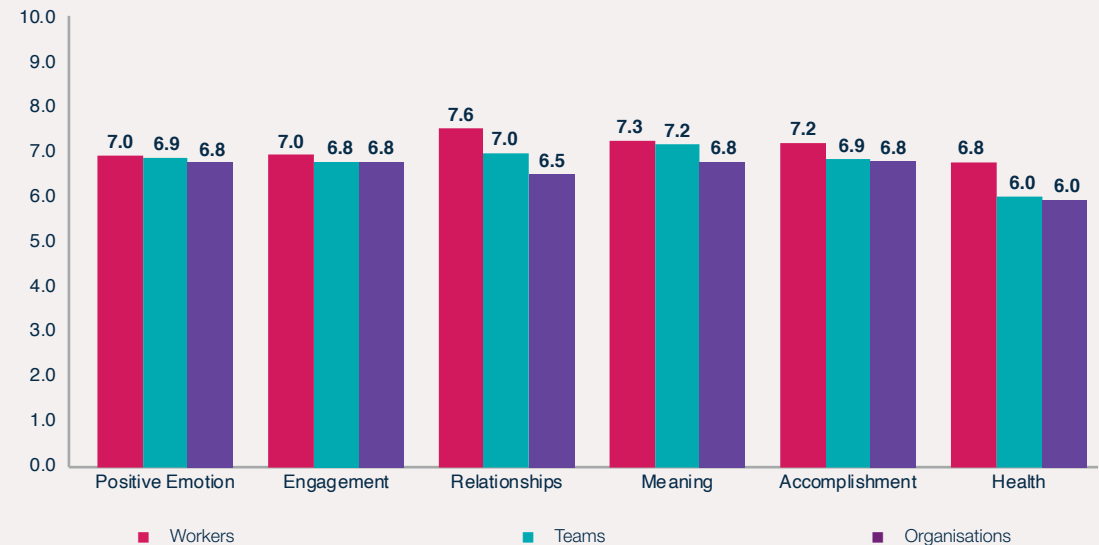
WELLBEING IS COLLECTIVE

Studies find that wellbeing is collective in nature. As we saw in 2018, across the PERMAH factors, participants believed that their personal wellbeing was generally higher than the wellbeing of their team or their organization, especially for the relationship and physical health dimensions.

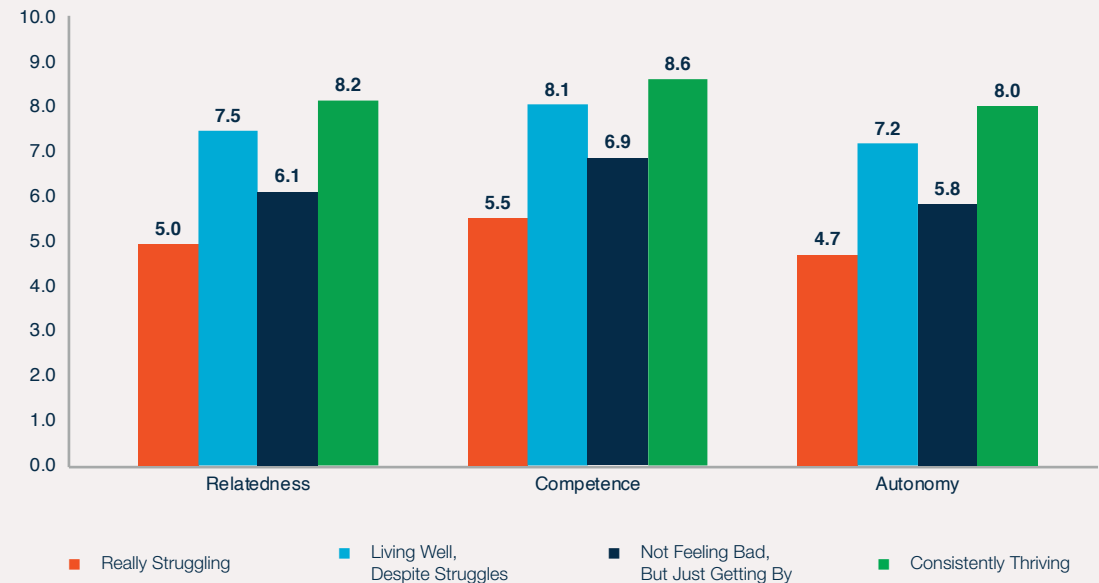
The team and organization scores represent workplaces norms, attitudes and actions that undermine or amplify individual experiences of wellbeing. Given that researchers have found these factors can be contagious, it is important for workplaces to be mindful of the impact their choices are having on workers.

For example, studies have found that workplaces that support people's basic psychological needs of autonomy (having a sense of freedom of choice in one or more ways), competence (able to do one's work, learn and grow), and relatedness (connecting deeply with others) make it easier for people to thrive consistently. Our data suggests that the extent to which these needs were being met help to distinguish those who were *consistently thriving* and *living well despite struggles* from other workers.

COLLECTIVE PERMAH WELLBEING FACTORS



WORKPLACE SELF-DETERMINATION WELLBEING NUTRIENTS



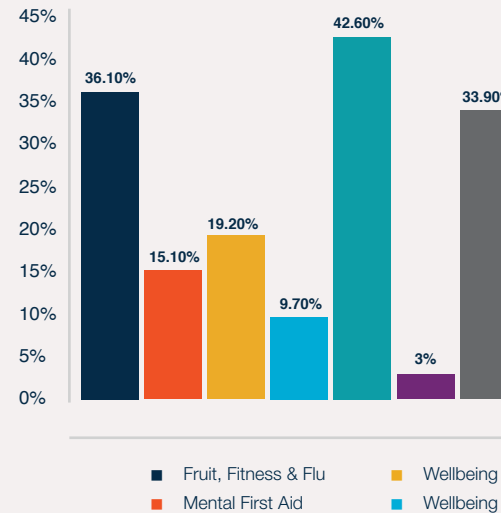
WELLBEING REQUIRES SUPPORT

Unfortunately, we found that over a third of workplaces are providing no support for people's wellbeing. Workers who were *not feeling bad but just getting by* or *really struggling* were significantly more likely to be in workplaces where no support is available.

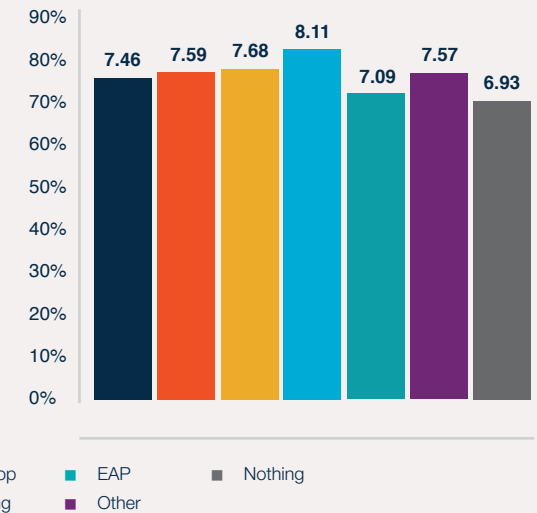
For workplaces that do provide wellbeing support, Employee Assistance Programs (EAPs) were the most popular form of support offered, but were also seen as the least effective. In contrast, wellbeing coaching, which was offered in less than 10% of workplaces, was seen as the most effective form of wellbeing support. Every form of support was more likely to improve workers' ability to care for their wellbeing than doing nothing.

Workers who were *consistently thriving* and those who were *living well despite struggle* were statistically more likely to be provided with wellbeing coaching and wellbeing workshops to support their wellbeing. While the continued investment in employee health (the 3Fs of fruit, fitness and flu shots) and EAPs is encouraging, workplaces need to recognize that more diverse forms of workplace wellbeing supports may be required to improve the ability and motivation of workers to care for their wellbeing.

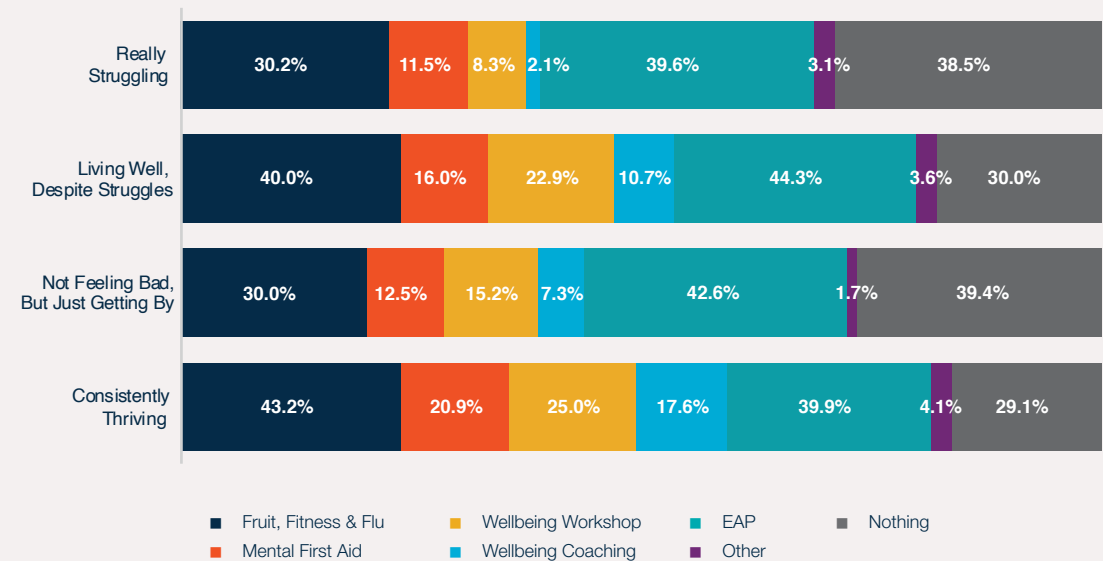
WORKPLACE SUPPORT



WELLBEING ABILITY BY WORKPLACE SUPPORT



STATE OF WELLBEING BY WELLBEING SUPPORT



AN AH-HA MOMENT

Caring for workers' wellbeing requires diverse and sustained support at the levels of 'me' (workers), 'we' (teams) and 'us' (whole workplace) to create a thriving workplace environment.

Does your wellbeing strategy prioritize diverse forms of support to help workers, teams and your workplace care for each other's wellbeing?



4.

REDUCING STRUGGLE: MANAGING MENTAL HEALTH

Feelings of struggle and stress are signs that something important for us is unfolding and needs our attention and action. It's when struggle is ignored and avoided for too long that people start breaking. To avoid prolonging struggle unnecessarily, we must be able to notice when we or others are struggling, ask for help when needed and have the way power + will power + we power to ease our suffering.



31.8%

AUSTRALIAN WORKERS REPORT
THAT THE BIGGEST CAUSE OF
STRUGGLE AT WORK IS THEIR
MENTAL HEALTH.

BIGGEST CAUSES OF STRUGGLE

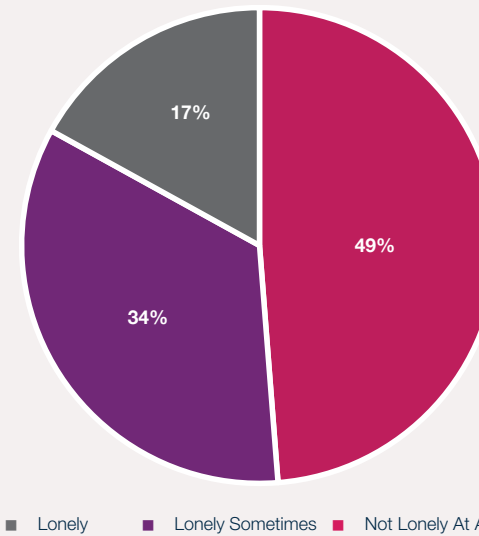
The leading cause of struggle (31.8%), especially for those who were *not feeling bad but just getting by* and for those who were *really struggling*, was their mental health. Workers who were *living well despite struggle* were less likely to struggle with mental health; instead, struggles arose from other people at work, their physical health or money at home.

Relationships are a double-edged sword, depending on the quality of those relationships. While workers' relationships with others were the biggest boost for their wellbeing, 51% of workers felt lonely sometimes or very lonely. Dealing with their colleagues and clients at work, one's boss and people outside of work represented 57% of reported struggles.

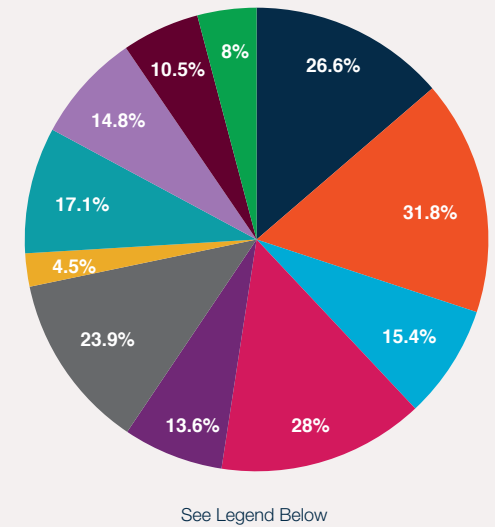
Struggling with their physical health was also a common challenge for many workers (26.6%), particularly those who were not feeling bad but just getting by and those who were *really struggling*. Managing money at home also was a common struggle (23.9%).

Of concern, workers who were *really struggling* were more likely to struggle with every challenge listed, with the exception of caring for others.

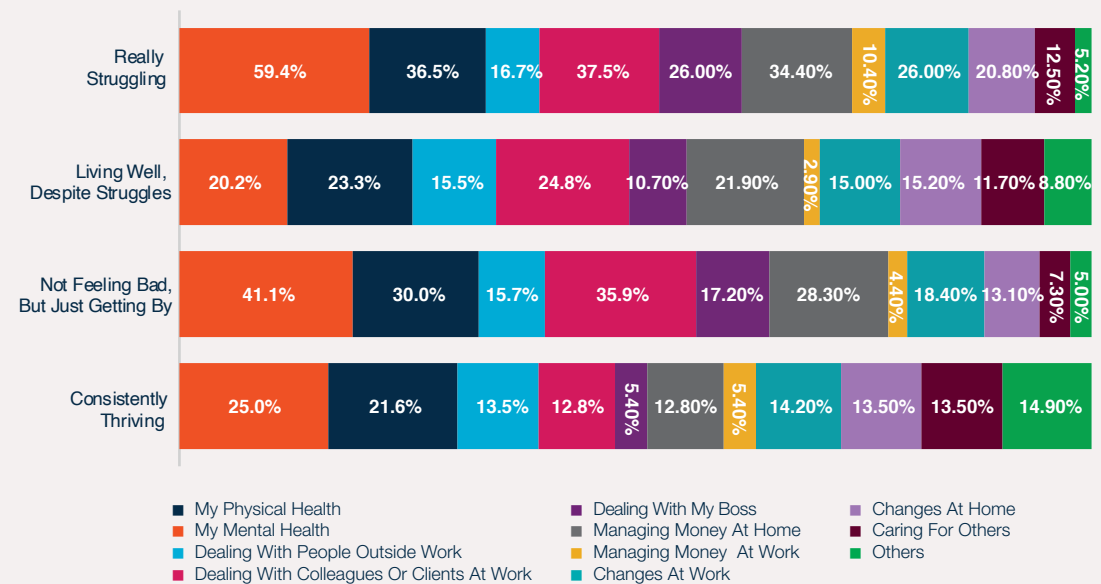
LONELINESS AT WORK



TOP 3 STRUGGLES AT WORK BY % FREQUENCY



STATE OF WELLBEING BY STRUGGLES



NOTICING STRUGGLE

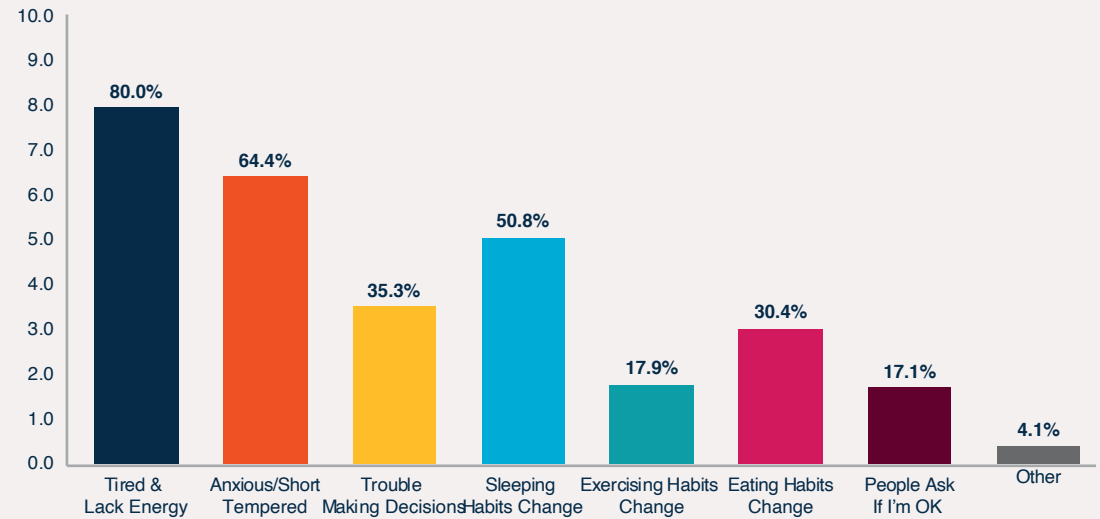
Workers were most likely to report feeling tired and lacking energy as the first thing they notice when they're struggling. This was followed by feeling anxious/short tempered and a change in sleeping habits.

Workers who were *living well despite struggle* were significantly more likely to notice any signs of struggle than other workers.

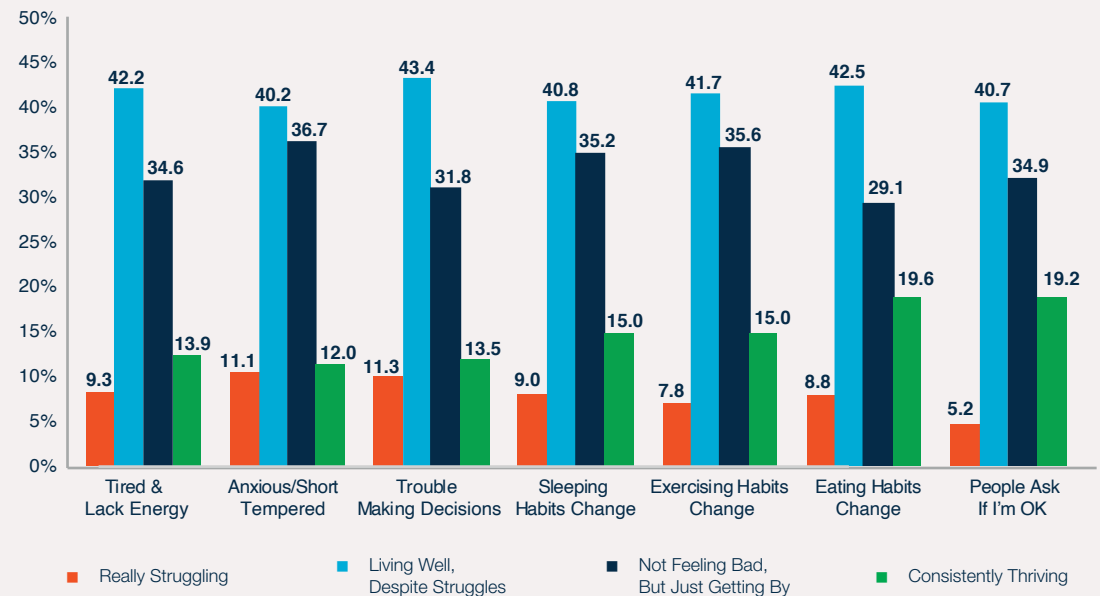
Workers who were *not feeling bad but just getting by* and those who were *really struggling* were more likely to notice that they were feeling anxious and short tempered.

Workers who were *consistently thriving* were more likely to notice that their eating habits had changed, or be asked by people if they were okay.

MOST COMMON SIGNS OF STRUGGLE



STATE OF WELLBEING COMMON SIGNS OF STRUGGLE



RELUCTANCE TO ASK FOR HELP

Workers who asked others for help when struggling were significantly more likely to experience higher levels of wellbeing. Yet 1 in 5 workers indicated that they would never tell anyone that they are struggling, with workers who are *not feeling bad but just getting by* or those who are *really struggling* less likely than other workers to seek help.

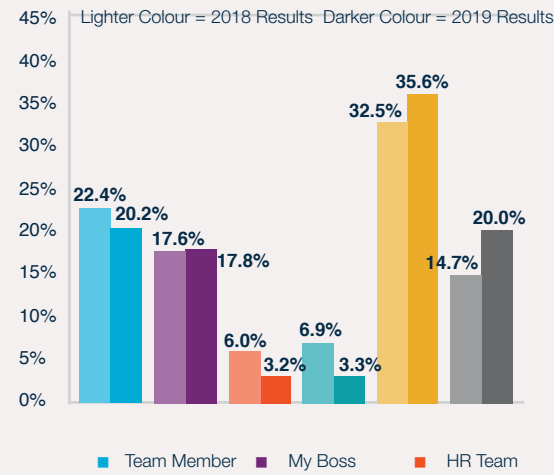
Of concern, fewer workers were willing to reach out for help to people at work than in 2018.

Pointing again to the importance of relationships, workers were most likely to turn to someone outside of work for help, even though people outside of work were less effective in supporting wellbeing. Within the workplace, team members were the most likely people workers turned to for help and were generally a good form of support.

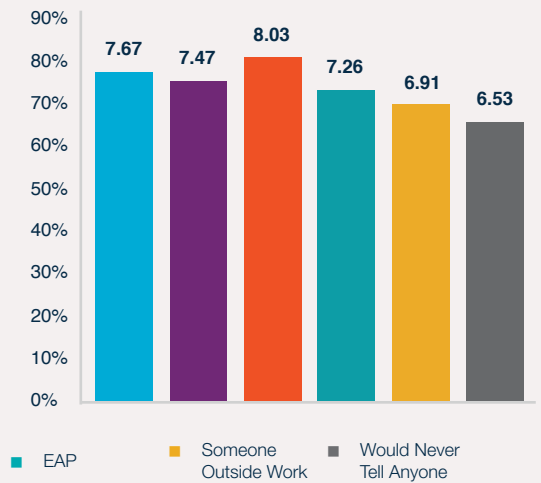
Worth noting is that workers rarely (3.2%) asked the Human Resource team for help, but those who did found them the most helpful support.

Supporting the “we power” of wellbeing, the data suggests that HR teams, leaders and team members all appear to have a valuable role to play when it comes to supporting workers’ wellbeing.

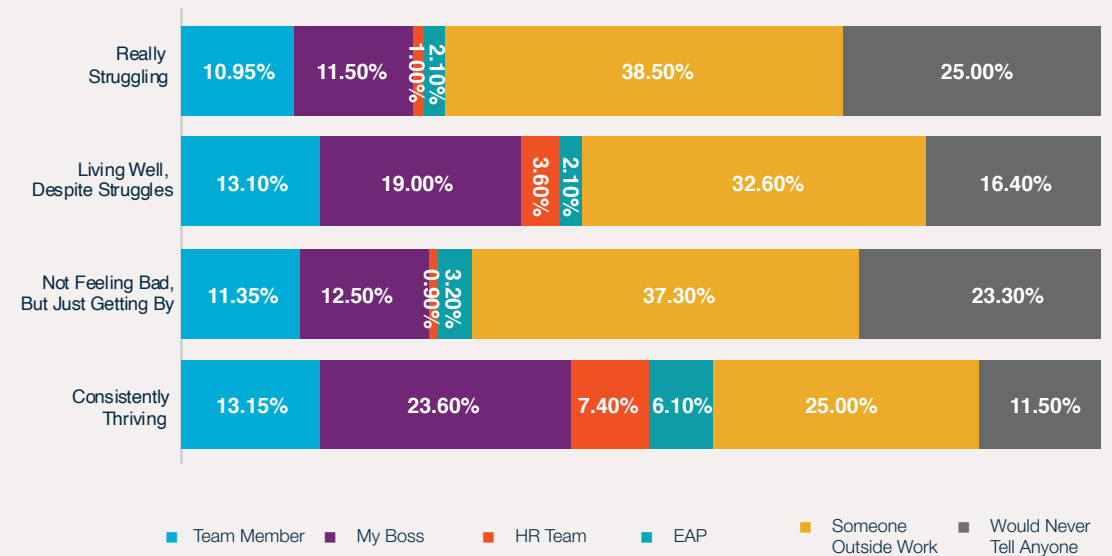
FIRST PERSON I ASK FOR HELP WHEN STRUGGLING



WELLBEING ABILITY BY WHO I ASK FOR HELP



STATE OF WELLBEING BY WHO I ASK FOR HELP



AN AH-HA MOMENT

Workers' ability to notice when they are struggling and their willingness to ask for help – particularly from their HR team, their boss, or team members - impacts their ability to care for their wellbeing as they navigate the common struggles of mental and physical health and challenging workplace relationships.

Do you know what the most common struggles are for workers in your workplace? how are you helping your hr teams, leaders and team members to be the psychologically safe people to turn to when workers are struggling with their wellbeing?



HOW DOES YOUR WORKPLACE SCORE?

Consider your current workplace's approach to wellbeing. Next, answer the questions below using a scale of: 0 (Not At All) to 5 (We're Doing This Extremely Well).

WORKPLACE WELLBEING STRATEGY	YOUR SCORE (0 – 5)
1. We measure worker wellbeing in ways that assess levels of thriving and struggle annually (or more frequently).	
2. We measure the success of our wellbeing efforts by tracking workers' ability and motivation to care for their wellbeing.	
3. We ask our workers what causes them to struggle when it comes to caring for their wellbeing at work.	
4. Our workers feel safe to talk about their struggles at work.	
5. Our workers have been trained in small, everyday wellbeing practices (i.e. PERMAH or others) that they can use for themselves and/or their teams.	
6. We provide workplace-funded or workplace supported (e.g., leader or staff led) coaching for workers' wellbeing.	
7. We provide a range of other workplace-funded forms of support for workers' wellbeing (e.g., fruit, fitness, flu, EAP, mental first aid).	
8. We intentionally look for ways to support workers' opportunities for autonomy, competence and connection as they go about their jobs.	
9. Our workers understand all the ways our HR team can help support their wellbeing when they are struggling.	
10. Our workers feel safe to reach out to our HR team and/or their leaders when they are struggling with their wellbeing.	
11. Our leaders assess the potential impact of workplace strategies, policies and practices on worker wellbeing before they act.	
12. Our leaders understand that our workplace wellbeing strategy is an ongoing investment and not a one-time initiative or program.	
YOUR TOTAL	

Tally your score to understand the current status of your workplace wellbeing efforts and the actions you may wish to take to improve worker wellbeing.

JUST GETTING STARTED

Score = 0 – 10

It's still early days for your workplace wellbeing strategy– even if you've been talking about wellbeing for a while. We once asked Professor Martin Seligman, “If there was only one thing you could do to improve wellbeing in any workplace what would it be?” He said: “Measure it. Because if Leader A knows that Leader B's team is doing better on wellbeing, they will find all sorts of ways themselves to start improving their team's wellbeing.”

As you measure and share the results of wellbeing in your workplace, be sure to explore your workers' levels of thriving and struggle. And remember that because wellbeing naturally ebbs and flows, your goal shouldn't be perfect wellbeing scores, but rather an increase in workers' ability and motivation to care for their wellbeing and their levels of psychological safety. Change begins with conversations, so don't underestimate the power of talking openly and frequently about results. And it's important that workers don't feel like they have to achieve specific scores – safety to share honestly will be more helpful for workers and the organization than reaching a particular number or result.

If you already have these measures in place, then check out the recommendations below for gaining traction.

GAINING TRACTION

Score = 11 – 30

Congratulations! You're taking important steps forward to improving wellbeing in your workplace. To realize the value of the investments you're making, it's worth checking that you have wellbeing measures in place that are capturing workers' levels of thriving and struggle, changes in their ability and motivation to care for their wellbeing and their levels of psychological safety. Remember that wellbeing ebbs and flows, so if you are trying to measure your success by an increase in people's wellbeing scores, this can undermine psychological safety and is likely to be misleading.

Continue to invest in your workers' ability and motivation to care for their wellbeing consistently by sharing an evidence-based toolbox of small, everyday wellbeing practices (i.e. PERMAH or others) they can use for themselves and/or their teams. Encourage teams to practise and hold each other accountable to supportive practices. To amplify the returns on this investment, make sure you are providing workplace-funded or workplace supported (e.g. leader or staff led) coaching for workers' wellbeing. This doesn't have to be one-on-one coaching, small group coaching (even within existing team meetings) can be an effective way to provide workers with the accountability, support and recognition they need to sustain their wellbeing efforts and to normalize caring for and talking about their wellbeing at work.

Finally, look for ways to demonstrate your sincerity and commitment for supporting worker's opportunities for autonomy, competence and connection as they go about their jobs. Encourage leaders to assess the potential impact of workplace strategies, policies and practises on worker wellbeing before they act.

STEPPING IT UP

Score = 31 - 50

You can be proud of the steps you've taken in your workplace to support your workers' wellbeing. To ensure you can demonstrate the impact you're having, check that you have wellbeing measures in place that are capturing workers' levels of thriving and struggle and changes in their ability and motivation to care for their wellbeing and their levels of psychological safety.

Consider additional strategies that you can add, keeping wellbeing a focus and mixing up what is available, so that the efforts taken don't become stale or taken for granted. Remember that cultivating wellbeing takes ongoing work and effort. If you're not already providing workplace-funded or workplace supported (e.g., leader or staff led) coaching for workers' wellbeing to amplify the investments you've made in educating your workers' on caring for their wellbeing, this is worth adding. Remember, this doesn't have to be one-on-one coaching. Small group coaching (even within existing team meetings) can be an effective way to provide workers with the accountability, support and recognition they need to sustain their wellbeing efforts and to further heighten psychological safety.

Finally, consider what else you can do to help leaders and your HR teams be the go-to sources of wellbeing support when your workers are struggling. Ensure that leaders are visibly and repeatedly demonstrating and communicating actions that you are taking to support workers' wellbeing. What are you doing to model caring for your own wellbeing? How can you reassure workers that it safe to turn to you when they are struggling when their wellbeing?

CONSISTENTLY THRIVING

Score = 51 - 60

Congratulations! You are leading the way when it comes to caring for the wellbeing of your workers. Keep measuring the impact you're having on workers' levels of thriving and struggle, changes in their ability and motivation to care for their wellbeing and their levels of psychological safety. Be mindful that we are wired to adapt over time and so these scores may flatten or dip at times. Don't despair, instead take them as a sign that your workers are ready for new challenges.

Our brains love novelty, which means it is also likely that wellbeing practices that once energized your workers' may become less effective over time. Consider top-up education sessions, bringing in new evidence-based initiatives and encouraging workers to provide and implement their own creative ideas. Mix up small coaching groups across your workplace so people have the chance to connect and learn from different people as they continue to care for their wellbeing.

Finally, consider turning over the design of your workplace wellbeing strategy to your workers. Invite them to share what's working well when it comes to the way your workplace supports their wellbeing, and what they believe success looks like for the future of wellbeing in your workplace. Allow them to design pathways forward to realize these wellbeing hopes, give them permission to self-organize and take responsibility for the actions that they want to own, and help them set up feedback mechanism to track the impact they are having and adjust as needed.

This doesn't mean that leaders or HR teams no longer take responsibility for workplace wellbeing, but rather that you honor and follow the energy of what your workers want for their wellbeing wherever you can. This shared design and ownership of your workplace wellbeing strategy will help ensure long-term commitment and sustain people's energy for prioritizing wellbeing.

WANT MORE?



TAKE THE FREE PERMAH WELLBEING SURVEY

Measure your wellbeing and see how you're doing when it comes to your levels of thriving and struggle and your abilities and motivation to care for your wellbeing at www.permahsurvey.com. You can even create a free personal wellbeing plan, drawing on more than 200 evidence-based wellbeing actions. You can also use this tool for teams or entire workplaces.



BOOK A WORKPLACE WELLBEING STRATEGY BRIEFING

Take a deeper dive into the workplace wellbeing research and accelerate your HR or Leadership team's understanding of how to improve workplace wellbeing and assess how your workplace is currently performing. Drawing on an appreciative human centered design process and tailored to meet the needs of your team, this briefing is designed to give you the confidence, support and actions you need to improve wellbeing across your workplace. Click [here](#) to learn more about booking your session.



CERTIFY WORKPLACE WELLBEING CHAMPIONS

Put the latest research and practises for improving wellbeing at your workers fingertips. 91% of participants in our workplace wellbeing training programs are confident they can apply the knowledge and skills they learned, and 98% recommend our programs to others. Tailored for the needs of your workplace, upskilling internal wellbeing champions – be they leaders, your HR team or staff – is an affordable and effective way to care for your workers' wellbeing.

ABOUT THE WELLBEING LAB RESEARCHERS



DR. PEGGY KERN

Dr Peggy Kern is an associate professor at the Centre for Positive Psychology at the University of Melbourne's Graduate School of Education. Her research is collaborative in nature and draws on a variety of methodologies to examine questions around who thrives in life and why, including understanding and measuring healthy functioning, identifying individual and social factors impacting life trajectories, and systems informed approaches to wellbeing. She has published 3 books and over 85 peer-reviewed articles and chapters. You can find out more about Peggy's work at www.peggykern.org



DR. MICHELLE MCQUAID

Dr. Michelle McQuaid is a best-selling author, workplace wellbeing teacher and playful change activator. An honorary fellow at the University of Melbourne's Graduate School of Education, in addition to hosting the highly acclaimed weekly podcast, "Making Positive Psychology Work" which features leading researchers and practitioners from around the world, Michelle blogs for Psychology Today, The Huffington Post and Thrive, and her work has been featured in Forbes, The Harvard Business Review, The Wall Street Journal, Boss Magazine, The Age and more. You can find more of Michelle's work at www.michellemcquaid.com



DR. PAIGE WILLIAMS

Determined to help leaders move beyond just the need for resilience so they can become anti-fragile. Paige Williams, PhD teaches people how to leverage their energy, attitudes and mindsets to benefit from the dynamic, complex, and uncertain environment in which most organizations operate. A lecturer and researcher at the Centre for Positive Psychology at the University of Melbourne, Paige uses a potent blend of positive psychology, neuroscience, leadership research, and her years of international business leadership experience to provide practical, evidence-based pathways to help people and organizations thrive through change. You can find out more about Paige's work at www.drpaigewilliams.com.



DANIELLE JACOBS

Danielle Jacobs is a registered psychologist and wellbeing specialist, speaker, trainer and coach. Danielle uses evidence-based organizational scholarship and positive psychology practises within businesses across Australia to help their people flourish, improve their mental and physical health and achieve peak performance at the individual, team and organizational levels. She also leads the Australasian delivery of world-renowned and high impact Potentiallife leadership development program (the brain-child of Dr. Tal Ben Shahr), is a Certified and Licensed Tiny Habits® Coach, and an affiliate member of APS College of Organisational Psychologists. You can find more about Danielle's work at www.daniellejacobs.com.au

ABOUT THE AHRI RESEARCHERS

