

enjoy

The extent to which a leader finds pleasure in work and life, and manages stress, health and wellbeing

'Enjoy' occurs when leaders have a stable influence on their teams, focusing on stress management, happiness, work-life balance, and health and safety. Leaders who 'enjoy' demonstrate deliberate self-awareness and reflection on their own actions and reactions, particularly when they are under stress.

Leaders who are more emotionally stable are generally more effective leaders, providing a secure environment in which their team can focus and flourish. Positive emotions are contagious. The wellbeing of leaders influences the wellbeing of team members, with increasing impact over time.

suggested actions

Making sure you find pleasure in work and life while managing stress, health and wellbeing may require you to:

Learn from others

- Spend some time identifying your core values, interests, and passions. You may seek the help of a counsellor or coach or use free tools such as the Values in Action character strengths or the Barrett Values Centre PVA.
- Seek feedback from others and try not to be defensive. Observe and acknowledge how you respond when you get defensive. Reflect on emotional upsets or conflicts to understand the source of your fear, hurt or anger.
- Keep a diary or learning journal to review what you are learning about yourself.
- Look for courses on Wellbeing, Executive Disposition, Understanding Self, Positive Psychology and Resilience.

Adapt your behaviour and environment

- Start an exercise program, such as regular walking. Exercise is great for mental and physical health.
- Encourage your team to maintain a healthy work-life balance, switching off from work on planned holidays and weekends, and model this behaviour yourself.
- Provide emotional support to your team, acknowledging that they sometimes have extensive responsibilities outside of work.
- Bring to work a sense of humour, play and fun, make someone's day by contributing to their life in a positive way (a random act of kindness).
- Design work that excites and engages your people. This will promote a sense of 'flow' within the workplace.
- Practice gratitude and write down 5 things you are thankful for each day.
- Develop the discipline of prayer, meditation or mindfulness to help shift your focus from the immediate environment and improve awareness of your thoughts, emotions and reactions.

people working with leaders high on 'enjoy' say

"You are confident and have an easy going manner"

"You have a high level of energy, enthusiasm and positivity"

"We are encouraged to have fun, get involved and enjoy our work"

"You bring calmness to your area that is very helpful and reassuring to the organisation"

"You have a great sense of humour and a very healthy dose of self-awareness about what you can deliver on and where your limits are"

"You have a calming presence in the face of conflict and fast pace which is very helpful in the organisation"

people working with leaders lower on 'enjoy' say

"Don't let small things annoy you"

"Remember to laugh when the going gets tough"

"Increase your work life balance to support effectiveness in position"

"Great passion means that you can take challenges or setbacks very personally"

useful resources

- Achor, S. (2010). *The happiness advantage: The seven principles of positive psychology that fuel success and performance at work*. Crown Business: NY.
 - Cameron, K. (2008). *Positive Leadership: Strategies for Extraordinary Performance*. Berrett-Koehler Publishers: San Francisco, CA.
 - Chapman, J. (2016). *You Can Lead: Your complete guide to managing people and teams*. ES-PRESS: Sydney.
 - Goleman, D. (1995). *Emotional Intelligence: Why It Can Matter More Than IQ*. Bantam: New York, NY.
 - Linley, P.A., Harrington, S. & Garcea, N. (Eds) (2010) *"The Oxford Handbook of Positive Psychology & Work"* Oxford University Press: New York, NY.
 - Lewis, S. (2011). *Positive Psychology at Work: How Positive Leadership and Appreciative Inquiry Create Inspiring Organizations*. Wiley-Blackwell: West Sussex, UK.
 - Perlow, L. A. (2012). *Sleeping with your Smartphone: How to Break the 24/7 Habit and Change the Way you Work*. Harvard Business School Publishing Cooperation: Boston, MA.
 - Values in Action Character Strengths Finder - www.viacharacter.org
 - Barrett Values Centre PVA - <http://www.engageforsuccess.org/ideas-tools/personal-values-assessment-pva/#.UZNnt6p-3g>
 - <http://mindfulness.org.au/articles.html>
 - http://www.ted.com/talks/mihaly_csikszentmihalyi_on_flow.html
 - http://www.ted.com/talks/shawn_achor_the_happy_secret_to_better_work.html
 - <http://www.langleygroup.com.au/leading-with-ei.html> - Leading with Emotional Intelligence Workshop – Langley Group.
 - <http://www.positivepsychologyinstitute.com.au/links.html> - Positive Psychology Online Resources.
- <http://www.bps.org.uk/events/e-learning/e-learning> - The British Psychological Society e-Learning materials, Managing Your Behaviour at Work.