



- CANADIAN POSITIVE PSYCHOLOGY ASSOCIATION -
L'ASSOCIATION CANADIENNE DE PSYCHOLOGIE POSITIVE

Workplace Well-Being Resources



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WORKPLACE WELL-BEING RESOURCES February 2025

Introduction

The Canadian Positive Psychology Association is excited to be continuing the Canadian Workplace Well-Being Awards (CWWA). The Canadian Positive Psychology Association (CPPA) is the leading Canadian not-for-profit association for the advancement of the science and practice of positive psychology. Our mission is to help nurture a psychologically healthy Canadian society at the organizational and individual level.

The purpose of the Canadian Workplace Well-Being Awards is to create and raise awareness of positive psychology leading practices in the workplace and the tremendous value it brings to companies. In particular, it acknowledges employee well-being initiatives that leverage the principles of positive psychology, yield significant impacts to employees' level of happiness, and psychological well-being.

Workplace well-being is a journey that evolves over time. We are excited that you are committed to this journey! You may not have all the elements in place now, but you can build on your progress over time. This document provides a variety of resources to help you in your workplace well-being journey.

The Canadian Positive Psychology Association is dedicated to sharing the latest research and applications in positive psychology. Join our mailing list to learn more and stay up to date with the world of positive psychology.

<https://www.cppa.ca>

What is a Positive Psychology approach to wellbeing in the workplace?

Positive psychology focuses on the study of strengths, virtues, and factors that contribute to human flourishing and wellbeing. In the context of the workplace, a positive psychology approach to well-being aims to create an environment where employees not only avoid negative outcomes (like burnout or stress) but also thrive and achieve their full potential. Here are some components and strategies that characterize a positive psychology approach to workplace well-being:

Strengths-Based Approach: Positive psychology practitioners assess, recognize and leverage the individual strengths of each employee. This can be done through strengths-assessment tools and then ensuring tasks align with these strengths. The VIA Character Strengths tool

(<https://www.viacharacter.org/>) and StrengthsFinder 2.0

(<https://www.gallup.com/cliftonstrengths/en/254033/strengthsfinder.aspx>) are 2 very popular tools used by positive psychology practitioners to guide individuals toward what is right about them, what makes them strong and how they like to engage in their work. People who have the opportunity to engage their strengths everyday are far more likely to be engaged, happier and fulfilled in their roles.

Positive Relationships: In order for workers to flourish at work, positive relationships among team members is essential. Of all the factors that affect wellbeing, both at work and outside of work, good relationships have the greatest impact on wellbeing. This includes encouraging high quality connections, mutual respect, open communication, trust, and collaboration.

Meaning and Mattering: A positive psychology approach would assist employees in finding meaning in their work. When people believe their work is meaningful, they're more likely to be engaged and satisfied. People also want to feel that they matter to others in the workplace, that they are not only valued, but that they are also offering value to others.

Authenticity: Authenticity in the workplace means that employees can confidently show up as their true selves at work without fear or reservation. For this genuine self-expression to flourish, employees require a strong sense of inclusion and psychological safety.

Positive Emotions: Studies show that people are more productive when they experience more positive emotions in their day versus negative emotions. Work environments where positive emotions like joy, gratitude, and pride can be experienced promote higher levels of wellbeing. Celebrating successes, big and small, allowing for playful interactions and fun in the workplace can cultivate these emotions.

Engagement: Employers that create opportunities for employees to become deeply engrossed in their tasks, achieving a state of "flow", with fewer distractions, will contribute to thriving at work. This can be done by providing challenging and engaging tasks that match an individual's skill level and creating a development plan that keeps them interested in their work.

Opportunities for Learning and Development: There is nothing more energizing for individuals than the experience of making progress on tasks and feeling like they are continually learning and developing personally. This can be in the form of workshops, courses, or simply encouraging exploration of new tasks.

Work-life Balance: Employers need to recognize that well-being extends beyond the workplace. Support employees in maintaining a balance between work demands and personal life by supporting people when they are going through challenging life events and not contacting them in the evenings and on weekends.

Psychological safety: Organizations that foster a work environment where people can make mistakes without punishment or public embarrassment create a safe environment where people can take risks, leading to greater creativity and innovation and less stress. Encourage a mindset where failures and disappointments are seen as opportunities for learning and growth rather than threats.

Self-efficacy: High self-efficacy pertains to one's confidence in their capability to achieve tasks. This conviction shapes thoughts, emotions, motivation, and actions. In the workplace, employees with strong self-efficacy tend to show greater resilience against challenges, set ambitious goals, view problems as opportunities, adopt innovative solutions, and experience reduced stress, thereby enhancing focus, decision-making, and productivity.

Resilience: Resilience training aims to equip individuals with the skills and strategies necessary to recover from setbacks, adapt to change, and maintain well-being under challenging conditions. In the workplace, where stress, setbacks, and change are often constant, resilience becomes a crucial factor in ensuring that employees not only survive but thrive. Resilience training is known to reduce stress, enhance problem solving, increase perseverance, improve emotional regulation and promotes positive relationships.

Recognition and Appreciation: Regularly recognize and appreciate employees' contributions. This not only boosts morale but also reinforces positive behaviors.

Feedback Culture: A positive psychology approach to feedback is one that is focused on strengths, solutions, and motivating employees to engage a growth mindset. It is about creating an environment that is conducive to progress and engagement, creating deeper, lasting change. The best feedback systems are moving towards allyship.

Physical Well-being: Understand that physical health plays a significant role in overall well-being. Providing opportunities for physical activity, ergonomic workspaces, access to healthy food choices and health programs will be beneficial.

Mindfulness and Meditation: Create spaces where people can practice meditation, which has been shown to reduce stress, improve focus, and boost emotional intelligence.

Leadership Training: It has been widely documented that managers/supervisors/leaders matter significantly to employee satisfaction and wellbeing. Every excellent policy in the world will not overcome the damage a toxic leader can do to employee wellbeing. Ensure that leaders are trained in positive, humanistic approaches to leadership strategies that support and uphold the principles of positive psychology and are assessed for their effectiveness at promoting thriving teams.

The application of positive psychology to workplace well-being isn't just about individual well-being, but it also has broader implications for organizational health, including higher levels of productivity, reduced turnover, and enhanced innovation. As a result, businesses that prioritize such an approach often see benefits in both employee satisfaction and overall performance.

The following are resources to help you learn more and establish practices in your organization that can promote well-being for your organization.

Assessment Instruments and Tools

Compassionate Organization Quiz. - Does your organization foster compassion or callousness?

https://greatergood.berkeley.edu/quizzes/take_quiz/compassionate_organizations

Character Strength Assessment – A tool to identify your individual character strengths.

<https://www.viacharacter.org/survey/account/register>

Civility in the workplace - A tool to assess your civility in the workplace

<http://www.christineporath.com/assess-yourself/>

Grateful Organization Quiz - Does your organization elicit gratitude--or make people feel taken for granted?

https://greatergood.berkeley.edu/quizzes/take_quiz/grateful_organizations

Guarding Minds at Work Assessment tool is a tool for employers to effectively assess and address the psychosocial factors known to have an impact on organizational health, the health of individual employees, and the financial bottom line. It was used as a reference for the National Standard of Canada on Psychological Health and Safety in the Workplace.

<https://www.workplacestrategiesformentalhealth.com/resources/guarding-minds-at-work>

National Standard on Psychological Health and Safety 2013. Mental Health Commission of Canada. <https://mentalhealthcommission.ca/national-standard>

Psychologically Safe Leader Assessment – A set of free resources to help organizations and leaders assess and address strategies pertaining to health and safety in the workplace

<https://www.workplacestrategiesformentalhealth.com/resources/what-is-the-psychologically-safe-leader-assessment> **The Psychologically Safe Team assessment can be found here: <https://psychologicallysafeteam.com/>**

The Authentic Happiness Website is hosted by the University of Pennsylvania and Dr. Martin Seligman, commonly known as the founding father of positive psychology. Here you can find a long list of assessments and surveys in the questionnaires section of their website that we encourage you to explore. - www.authentichappiness.sas.upenn.edu

Happiness at work Quiz.

https://greatergood.berkeley.edu/quizzes/take_quiz/happiness_at_work

Kindness at Work - Random Acts of Kindness Foundation- Kindness at Work Assessment-

<https://www.randomactsofkindness.org/kindness-at-work-assessment/new/>

Positivity at www.positivityratio.com to discover what creates positivity for you. You can learn more about Dr. Barbara Fredrickson's work and her Positive Emotions Lab here:

<https://peplab.web.unc.edu/>

The Motivation by Appreciation Inventory - which identifies the specific ways each person prefers to be shown appreciation, [Expanded Version - MBA Inventory](#)

Well-being at work. A free Assessment to measure your well-being at work. The Well-being Lab <https://org.permahsurvey.com/>

Web Sites with Resources

Appreciation at Work www.appreciationatwork.com

Action for Happiness www.actionforhappiness.org

Canadian Positive Psychology Association www.cppa.ca

Centre for Compassionate Leadership <https://www.centerforcompassionateleadership.org/>

Centre for Positive Organizations <https://positiveorgs.bus.umich.edu/>

Civility in the workplace - <http://www.christineporath.com/>

Enabling Minds www.enablingminds.ca (CMHA)

Eudaimonic by Design www.eudaimonicbydesign.com podcast on meaning at work

Guarding Minds at Work – www.guardingminds@work.ca

Greater Good Science Centre <https://greatergood.berkeley.edu/>

[https://www.Not Myself Today](https://www.NotMyselfToday.com) – Canadian Mental Health Association.-Resources related to mental health in the workplace

Random Acts of Kindness Foundation - <https://www.randomactsofkindness.org/>

The Wellbeing Lab - <https://www.michellemcquaid.com/thewellbeinglab/>; personal well-being; well-being at work; psychological safety; leadership

Workplace Strategies for Mental Health - complements of Canada Life Assurance Company – www.workplacestrategiesformentalhealth.ca

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