

GLOBAL WELLNESS SUMMIT

**11th Annual Global Wellness Summit
Happiness, Positive Psychology and Well-Being:
Where are the Opportunities?
With Jeremy McCarthy**

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[START RECORDING 200PM HAPPINESS.MP3]

FEMALE VOICE 1: [crosstalk] Ladies and gentlemen, if you could please take your seats we're going to begin. [crosstalk] All right.

MR. JEREMY MCCARTHY: Okay, thank you, everybody. Thank you all for coming to our session. So, we have three experts on positive psychology, happiness at work, that are going to bring very different perspectives, and I'd like to dive right in. I want to start by having each of our panelists introduce themselves, and I'd like you to just tell us who you are, where you're from, what you do and one thing that you do for your own personal happiness. We can start with Camilla.

MS. CAMILLA SOERLI: Hi, everyone, I'm Camilla from Norway, I represent a family owned investment company that is the founder of a spa just outside of Oslo, it's called, The Well. And that is a very happy place to be. For my own personal happiness I am so lucky to live in a country like Norway where we have the outdoors so close by. So, I have to say that working with being present and then being outdoor, working with yoga and the whole situation of establishing more presence in my everyday life is something I try to work with to be more happy.

MS. SILVIA GARCIA: Well, okay, so, my name is Silvia Garcia, I come from Spain and now I live in the US in Atlanta. And I founded a company called Happiest Places to Work and I help places to measure the conditions, if they are there, for people to be as happy as possible and one of the things I did for my personal happiness and well-being is that me and my husband decided to go for a little walk every morning before we started to work so we have time to talk and we walk and it's really a moment that I cherish very much.

MR. MCCARTHY: Thank you.

MR. JAN-EMMANUEL DE NEVE: Thanks, Jeremy, so, my name is Jan-Emmanuel De Neve, I'm from Belgium but I work and I live in Oxford where I am a Professor of Economics at the university.

I have been studying the economics of happiness for about eight, ten years now, so, I'm always overloaded with data about people's responses to well-being. We work very hard to try and see how that correlates causally with other aspects of one's life, both in the workplace or outside the workplace. And so, I'm an Associate Editor of the UN World Happiness Report, and a number of other organizations I am very involved with to try and increase well-being across the world and influence policy makers to do so in an evidence based data driven way.

In terms of personal happiness, it's funny because I have all of the data about what is it that makes people happier and I am one of these guys that I think is, you know, listen to what I say but don't do what I do. And so, I, it's very hard for me to actually follow through but I know the data. There is two things I am really working hard on which is to make sure I care sufficiently enough about friends and family, like, 'cause ultimately the handful of people who literally - - you can count them with your hands, you got to take really good care of them and really invest a lot of time and effort and always drop anything you do for a handful of people that will stick with you throughout your life.

The other thing, I'm working on at the moment is work/life balance. So, if anybody saw the presentation yesterday you'll have noticed that in the study on happiness in the workplace, it's the things associated with also allowing for work/life balance that actually drive one's general well-being. Most of the - - comes out of the data and I wish I should be doing much more on that front.

MS. GARCIA: He can come with me for a walk every morning.
[laughter]

MR. DE NEVE: If I find the time. [laughter]

MR. MCCARTHY: Okay, good. And for anybody who doesn't know who I am, I'm Jeremy McCarthy, I'm the Group Director of Spa and Wellness for Mandarin Oriental Hotel Group. But I also have studied Applied Positive Psychology and published a book on the psychology of spas and well-being. I'm drawing on a lot of the happiness research that some of our panelists have been looking at.

Like any good moderator I did my research and I studied the bios of our speakers and I prepared a list of questions and then yesterday Jan-Emmanuel gave a presentation and then answered all of my questions in his session. [laughter] So, I only have the hard questions left, right? So, we'll just go right in to the hard ones.

You know, there was a point about six or seven years ago where I was having a conversation with a colleague in positive psychology and they were doing kind of consulting work similar to what you do, Sylvia, and they said that happiness was a dirty word, this was, again, seven years ago so I want to check in and see what you think about this? But they basically said if they were going into a business that they had to talk about productivity, they had to talk about healthcare costs and that they would downplay or avoid the word happiness altogether because businesses weren't interested. Seven years later where do you think we stand on that or do you still have that problem?

MS. GARCIA: Yes, that has to be, I think that it's still a very difficult word for many. It's, like, love, you know, talking about love. And this is an amazing place, you all seem to be very comfortable with the - - with seeing doctors saying that, you know, the importance of love and feel, but it's not easy in a company. So, I would say this is still a very difficult word but we've done a lot of things to make it more understood and demystified. And I think that seven years ago, probably, in companies, people thought about happiness related to self-help books and people talking about things they didn't know. And I think the science, economics, the positive psychology and the status of research have done a lot to say, this is not a secret, this is not a guru telling you how to be happy, there are serious studies following people, you know, all of their lives, and looking into what makes different, what many people makes different.

And it's not, we can say, it's not people that don't have challenges, it's people that despite the challenges are doing things like Jan-Emmanuel said, having more balance, taking care of friends. They do things different. So, I think thanks to all of these studies the word is starting to be more accepted although we sometimes try to hide and saying, you know, emotional intelligence, or, you know, we try to hide it but sometimes because there's nothing so far as

powerful that it encapsulates the meaning of, you know, well lived life and energy and passion and all of that. We haven't found the term, so, it keeps coming.

MR. DE NEVE: And I, if I could also give a, building on what Sylvia was saying, you're absolutely right. So, imagine in my case, amongst economists, hardcore economists at LSE or Oxford talking about happiness, it doesn't come across well. [laughter] And so, that's an understatement. But, so, it took a lot of time and a lot of, sort of, people sticking up their head and moving forward and a bit of rebranding as well, I mean, Sylvia, didn't mention that, but in our fields, we're still actually calling it happiness, hopefully one day we'll - - a term, but we call it subjective well-being. Oh, boy, this is almost like shocking [laughter]

MS. GARCIA: [interposing] Yeah.

MR. DE NEVE: Well, even subjective well-being, we fully realized we were shocked, is almost considered incredibly fluffy where I am coming from.

MS. GARCIA: Yeah.

MR. DE NEVE: But at least there is, with any positive psychology, that is kind of the accepted word, notions of emotional well-being and emotions such as happiness fit within that, purpose and meaning fit underneath subjective well-being as well. And the measure that we use in the report and most of the other research is life satisfaction, which is evaluated well-being. So, happiness to us is, yeah, the easy kind of - - brand name, but within the economics of psychology we tell, you, we don't actually call it happiness, we call it subjective well-being, SWB.

MR. MCCARTHY: And Camilla, I'd like you to chime in on this also because you come from the investment side and you're not always investing in these kinds of wellness offerings, you would do this in a lot of different types of businesses. So, what do you think the investment community thinks about these kinds of concepts and how did you get involved in that?

MS. SOERLI: Yes, well, in our situation I wouldn't say that happiness is a word used too often when it comes it investing. But we do have very solid values within the company that we are very aware of implementing throughout the

companies that we work with. And I would say that, for example, in the spa industry and in the wellness industry, this is, of course, kind of high on the agenda because it's a place where people go to sleep better or to stress reduce or to be more, kind of, well, in their own lives. But also the situation in Norway is ranked as the happiest country in the world, the workforce is generally quite happy due to the whole kind of welfare system that we have in Norway, the working hours on the focus on that. But the word happiness, I would say, is a word that is used too often.

MR. MCCARTHY: Yeah, well, and one of the questions that I had is I was wondering about the mindset of employees, and how do they perceive these kinds of concepts? Because sometimes there can be the reaction of, you know, this is just another tool that my company is using to try and keep me in line or motivate my behavior. There has to be a lot of trust. I don't know if that came out maybe in your research but, how do you create, establish that trust where when you're trying to create a well-being program for employees they feel that it's authentic and not just another tool to manipulate them?

MR. DE NEVE: I'm happy to speak to that.

MR. MCCARTHY: Yes.

MR. DE NEVE: It needs to be much more than just lip service to the notion of well-being in the workplace. So, if it's just about saying, outsourcing to some external consultant for a short interventions and discussions around well-being, it needs to be much more structural than that. So, you want to build that trust to within the workplace build well-being, it would have to be, say, more participatory approaches. Some profit sharing, I spoke yesterday over dinner with a lady in the room who has, well, I'm not sure if she's in the room but she, 25 percent of the profits are shared with the factory workers. So, that's much more than just paying it lip service. And in turn, they have become much more proactive in thinking that the production line and raising efficiency in turn. And so, and then other items such as, very structural items such as play into balance, or play into work/life balance as such as giving people more flexi time, so, it means that if it's, you know, September 1st and kids need to be brought to school and it's the first time they go to school, then, you know, give, make sure that your

workforce has, feels free and able to spend an hour or two extra in the morning to bring kids to school because it's such a special day for them and their family, rather than forcing them, forcing them to be in the workplace.

By the way, I do a lot of work with the UAE in Dubai and this year on September 1st, or the first Monday in September, all government employees were all virtually mandated to spend time with their kids and bring them to school that morning to, and so it thought that was such an amazing sort of, very small but practical thing. It build that trust that in turn, in turn employees, I think, respect and appreciate, and it feeds in to well-being, and thus, performance.

MS. GARCIA: Yeah, building on Jan-Emmanuel's idea, when I work with companies I tell them, you know, we need to build this program with the employees because if it's something that HR or the CEO is going to say, I've decided that in order for you to be happy you're going to do this and this, it's not going to work. So, part of the, when we measure happiness in the workplace there's a part about how much people can participate, is their word heard and taken in to account? But usually when you ask people how to improve their conditions their balance and how could, how they can do it in order to be better and to benefit the business, they have the ideas, they know to do it. So, it's not a complicated thing to do as long as you build that trust and you ask them. And, yeah, absolutely.

MS. SOERLI: I just, I want to build on that and I totally agree with everything. But also the perspective that we see in Norway is the, the gender equality. And in Norway there is gender equality both in the workforce and at home, due to the fact that we have, we have the second ranked country in the world with having women in the workforce after having children. And this really creates the work balance much better because every, both men and women are the one who picks up from kindergarten, they're the one who spend time with the family and are the one who are able to grow and prosper within their careers.

MS. GARCIA: And that's fundamental because what they are doing is creating balanced children, the children that will be leading the country of the future that have their emotional needs covered that are, you know, loved, that they feel secured,

because, you know, in Spain we have a problem called the key chain children. So, these children go to the school and the, with the key of the house on the chain and they leave the school on their own and they come back home on their own and they mostly spend time on their own, and who is teaching them values? Maybe the TV, that's it. So, you know, investing in that way you are creating also the wellness, emotional and physical of the future.

MR. MCCARTHY: This may tie in, but I'm wondering what you think are some of the biggest mistakes that organizations or companies make when they are trying to bring in a wellness or a well-being or a happiness program in to the workplace?

MR. DE NEVE: Well, it does tie in, so that's a nice - - to segue that. I think it's not doing it properly or seriously, so, it ties in what you're saying, if they're not building that trust, if they're just paying lip service to it, it can backfire in these kind of initiatives, and so maybe two ways, relatively radical and I haven't seen it very often, that one could do to make sure it's more than just paying lip service but an actual incentivization of managers and CEO's to do the right thing is, one is, and this, I owe this to my mentor, Lord Richard Layard who is - - but I'm just channeling him here. He is suggesting that in UK complex but worldwide would be even better that all the publically traded companies on their annual reports ought to be putting on the front page an objective measure of employee well-being. So that investors would know, and everybody else, just how much care are these companies taking?

So, this could be an independent audit, somebody like Silvia could actually go around and evaluate well-being in an objective way and put that out there. Another relatively radical thing which would help show that it works, these kind of programs, is sure, CEO's typically talk about, oh, the well-being of my employees is key and the heart of everything we do, but how about the long, long list of middle managers that, the in between the CEO and a lot of people that need to do the actual work. There you could have it as part of the incentives so you would be part of people's bonuses could be these three - - or these evaluations that - - what I get from my students, my student evaluations.

So, you could be judged on how the well-being of your team is doing. It could be part of your bonus, for example, and in this case managers will really follow through with initiatives and not just pay it lip service and, and actually backfire.

MS. GARCIA: I sort of, I subscribed, absolutely, and I use very much his research when I help clients. So, we are very much aligned, and I think that people do what it works for them, and when you're looking in to managers they look what it works for them, if the end year review is going to talk just about the sales or the clients they gained, that's what they are going to focus on all day long, despite the fact that wellness or emotional wellness is important, they will do what they are measured by. So, including these, including their teams happiness in the evaluation is it radical, the key way of having all of the organization aligned and focused on it. And that's the most, you know, radical but effective way.

Other ways are nice but they don't permeate, they don't work as well as really doing this, and I, we're looking for what to - - the organization that - - to do this, but it would be fantastic.

MR. MCCARTHY: Now, work life balance has come up a couple of times and it came up in your presentation yesterday as being very important to the happiness of the worker. And there's something I don't like about this idea of work life balance because it kind of presumes that work is bad, your life outside of work is good and you're trying to, you know, juggle that. What do you think about the idea of work life integration, you know, that you go to work and you feel like that it's a meaningful part of your life and not something that you need to find balance away from? [crosstalk]

MS. SOREIL: Well, yes, I may not be from, kind of, the research perspective. In my opinion I think it's, I mean, sometimes work can be so much fun, so it actually go over the, go out of the time that you want to spend with a family because you want to rather be at work. And so, it might be that that balance is there as well, and, of course, you want to spend the time with the, with your family it's really about finding be--, the balance between. And it may be turning off your cell phone when you are home, for example, being not always

on as we are today and not always all the times. But finding, kind of, joy in both areas and being able to be present in both areas.

MS. GARCIA: I would say that we really need balance, and it's not that work is bad, it can be really meaningful, but anything, if it's too much and if it's the only thing in your life, imagine you lose it, your life tumbles down. So, even if it was family, too much family can also be very stressful.
[laughter] So, anything that's-

MR. MCCARTHY: [interposing] I see a lot of people nodding.
[laughter]

MS. GARCIA: So, no, my husband and my children are not hearing me but, you know, too much of anything, I think we need to cultivate different areas of ourselves. We are rich, we are wonderful, you know, creatures that have so many interest--, cultivated interests make us balanced, make us resilient, when we lose something, imagine you lose your job, you have cultivated your friends, your family, your hobbies, your learning. You're not losing everything. When you put all of your hopes and all of your energy in just one thing and you lose it, it's very difficult to recognize and I would say that I really think we need balance, not just with work life but family work, all kind of balance.

MR. DE NEVE: Very pleased to hear the two ladies to my right saying to stick with work life balance rather than work life integration. And I couldn't agree more, like, and I feel very strongly about this. I think this notion of work life integration is sort of a newer concept to try and distinguish from work life balance. But it's, it's, it works for the elites, essentially, us, but it's fine because it works well for people who are highly engaged with their jobs and they can achieve notions of flow, for anybody knowing positive psychology we know what we're talking about, where you are so immersed in what you are doing at work that it's actually a massive source of well-being and happiness.

But if you've looked at yesterday's presentation, you know, the percentage of people for whom work is something of which they are deeply engaged, is very low. In Europe, only about 13 or 14 percent of people are fully engaged in their work. So, for, so really what we're talking about, I think, is that at most 20 percent of the population can aspire to something

of work life integration being better than work life balance. So, my sense is, it's, it works for people like you, Jeremy, and me who derive a lot of meaning and purpose and happiness out of their work, they're totally engaged with it, but the vast majority of people, I think work is, to some extent a transactional thing and the best that we can do is to make sure that it's a quality job and that they have quality of life outside of that as well and that they have, can have that balance.

MR. MCCARTHY: Good, good answer. Camilla, you mentioned technology and that's obviously a theme of the conference that has come up in many of the discussions. What do you think technology is doing to happiness in general and is there anything that you are doing at The Well, either for guests or your colleagues that helps to mitigate some of the challenges around technology and well-being?

MS. SOERLI: Well, as I mentioned, the subject here these days is - - of technology and the issue that we are always on, we are always available and I am struggling with that myself, being present and not, and not trying to be available or to answer emails immediately and I am one of those who get annoyed when it is actually wifi on airplanes because it is one of those things places where you can be off and it's okay, it's accepted.

And at The Well we actually have completely mobile, a restriction, it's not allowed with phone inside at all and we called it to our guests when they arrive, welcome, you are now on a digital detox. And we get so much positive feedback towards that, I really believe in the, when you are there you are there because you want to have a pleasant time, you want to reduce stress, you want to be away of everything else, and then it's good to not kind of have to check your phones at all times. And being available, I think that's also really part of the issue.

MR. MCCARTHY: Yeah, well, I know that one of the members of the Digital Wellness Initiative is a woman named Tanya Goodin who does digital detox retreats out of the UK, and she said that one of the main reasons that people attend her restraints is because it allows them to tell their employer that they can't be contacted because they're going to a digital detox retreat. So, they have the excuse to be able to be

disconnected and if they don't do a digital detox retreat the expectation is that they will be online and so you have to choose something like that for a vacation just to have that excuse.

MS. SOERLI: And this is also related to stress and the rise of stress situation that we see in the world today, since - - at some point I'm sure there will be more relations or oppositions to this.

MS. GARCIA: I remember that recently the Harvard Business Review published an article about how much more effective it is to talk to someone directly, eye to eye, to sell or achieve something. And I try to explain to people, you know, how good it is to recover that eye to eye, that, you know, if you think that you can tell someone directly instead of sending an email, do it. If you can phone, do it. And if you need to send an email, send it, but be mindful about doing it, before doing it. We were not copied or not, we didn't know everything a longtime ago when people needed to phone us to say something and nothing happened. So, that, you know, the tendency that we have to be copied and know everything immediately, it's just not natural, it's not human.

So, if you also think about the effectiveness and the good, not being that stressed. So, you combine not being stressed with being effective and you're much more mindful and using less emails and you receive less emails if you teach people these two. So, you know, I like less emails and less connectivity.

MR. MCCARTHY: Yeah, we just started in some of our hotels we now have email free Fridays, and it's the same thing-

MS. GARCIA: [interposing] That's good.

MR. MCCARTHY: --'cause sometimes it's more stressful if you can't send an email that you need to send. So, it's the same thing, if you need to send an email, send an email, but on Friday, if you can pick up the phone or walk down the hall and go talk to someone in person and the hotels where we have done that have really enjoyed that and just the connections that they make are much nicer.

Yeah, and well, I wanted to ask you anyway about what the research says on the technology side.

MR. DE NEVE: Well, there isn't very much at the moment but it's starting to come up. So, and just to be clear, technology has made massive advances, it has made our lives more efficient and engaged and all of that. So, we know the positives but ten negatives are only starting to come out, which is why I think digital detox and these kind of programs are incredibly - - and important, it will become even more important.

So, two items around the data relating to being too active on your phones, by the way, I think I'm addicted to my iPhone, I, like, it's a problem. It's the first thing I do in the morning and the last thing I do before going to bed. So, that's not quite right, and throughout as well. [laughter] So, all the time. But I think there's no data, the number of times we open up our iPhones is something like 800 times a day or something. And I think I'm on the upper half of - -

MR. MCCARTHY: There's a moments app you can download if you want to know how many times you look at your iPhone every day.

MR. DE NEVE: Yeah.

MR. MCCARTHY: And it will shock you.

MR. DE NEVE: Yeah, a moments app?

MR. MCCARTHY: Yeah.

MR. DE NEVE: I'll - - my, but the research, there's two things, one is, medical conditions are changing because of this, so, a lot of you will be familiar with the condition, attention deficit disorder, ADD. And so, I need to look into this a bit further but I'm willing to bet a lot of money on the fact that ADD conditions have gone up massively and tremendously, especially amongst young adults as well who are even more engaged with these smart phones. And the use of these smart phones, so, but the thing that I'm more familiar with is the impact of social media, which obviously goes through smart phones or iPads and well-being.

A phenomenal study came out from a college of mine at the University of Yale on the use of Facebook, and he looks at the number of times people are engaged with Facebook by the number of clicks and likes that they do to other things. What he found is through following 5,000 people for six months and looking at their behavior on social media and

tracking their well being, there was a causal robust link between the more active you are on the social media platforms, the lower your well-being in the health findings.

And we can talk about this at lengthy but it's also because, you know, our happiness, see, I'm going with well-being, I don't use the word happiness, our happiness is, to a large extent, a relative phenomena which is intuitive but problematic but so, a lot of our happiness is also, how do we compare it to others, and so with social media, Instagram and very specifically trying to, you know, you always feel less than others, in part because others tend to show a better side of themselves than maybe the reality. And as such, I think that is the - - pathway for why it probably reduces people's well-being. But there is, there is starting to be very serious research about this and it's a real problem.

Now, I joke that my colleague, Nicholas Kristoff who is the author of the study posts this on Facebook, this study about Facebook being negative, would Facebook kind of sort of, not allow it to be shared and clicked and liked. Anyway, well, I didn't, 'cause I may want to work with them. [laughter]

MR. MCCARTHY: Well, this is a good segue into Millenials, and I think you're not allowed to moderate a panel without a question about Millenials nowadays. So, you know, it was interesting, we had a strategy meeting in my office with my team, and we invited a panel of students from a local university to come in, because we wanted to ask the Millenials about their attitudes about wellness and technology and all of these kinds of things. And the thing that struck me in talking to them was when I was a college student if you had asked me about wellness it would have been mostly about kind of superficial aspects of physical fitness, I would say. You know, appearances and, how big my biceps are and things like that.

But for these young kids that we had in our office, I was surprised at how much they were thinking about well-being and, kind of taking a break from mental overload and consumption of information and things like that. Have any of you had any experience with that generation or what are you finding in that?

GARCIA: I can tell you that in my case I usually have to try to convince the owner of the company of the HR, but Millenials

call me or write to me an email saying, I would like to bring this to my company. So, I usually, you know, someone, a Millennial from the Times called, said, can you come here, Melinda Gates Foundation and it was a Millennial who introduced me to the company because they really get it. It's amazing, they don't want to be at work if it's not in a place where they are going to make a difference, they are going to be heard. They are going to be balanced, have balanced life, et cetera, et cetera, et cetera. So, they are very much demanding this and very aware of what is, you know, they are very connected, they know there's a study this size and they want it. So, in my case, they are really allies and the people that require, that we do things for them.

MR. DE NEVE: Just echoing Sylvia, it looks like Millennial, the high educated Millennials looking for the top jobs are much more interested in how much purpose or how much good is it doing this particular job rather than just a salary where we have Jim Clifton speak at an event a few weeks ago, I was sitting on the panel and he is an old senior owner and CEO of the Gallup organization. And he was saying, like, back in the days the only thing we cared about was a paycheck and it was transitional in nature the job that we were doing. And the kids say, he's trying to work with now, to the top consultants he visited, it's with the junior analysts, they're not interested, they want something else. They want to know what we're doing and how are we helping the rest of the world. So, that speaks to that much more.

But I, again, I think we got to be careful, we're speaking about a subset of the population, not everyone.

MR. MCCARTHY: Good. We've been talking a lot about organizational well-being and corporate programs and things like that, but I also want to touch on the application of this to governments and potentially the way countries are measuring what, you know, how we live and what our country and our economy should be doing for us. And I think in the World Happiness Report Norway is the number one happiest country, right? So, I wanted to ask Camilla, what do you think that they are doing right in Norway? What's in the water, what's in the drinking water in Norway? [crosstalk]

MS. SOERLI: Well, firstly it's, when this report was launched last time it was Denmark that was the at the top, and since

that time we've actually established The Well, so, I'm positive that that must have an effect on that. [laughter]

MR. MCCARTHY: Ah, that explains it, yeah.

MS. SOERLI: But there's a few main issues there regarding this, Norway being ranked as the happiest country and it's, I, safety and security is very high. And the country lowest on the list does not have a safe and secure country for the people and inhabitants there. And in Norway it's, the crime rates are low, people are a part of the welfare system that really catches everyone, it's, your safety in your job, safety for your family, safety for those you care about. So, I'm sure one of the main issues. And I think also it was mentioned talking about the work life balance and in addition it's, we have short working hours and actually we saw this research showing that Norway is number three in the world when it comes to productivity in the working hours that we do, but we only work 27.3 hours per week, on average, and the country is low on the list, I mean, producing, working much, much, much hour, they have a much lower productivity.

MR. MCCARTHY: Are you hiring right now in Norway? [laughter] There might be a few people interested in talking to you.

MS. SOERLI: And the people can go home at, 4 o'clock, it's accepted, and also when it comes to the gender equality that I mentioned, I believe it's crucial. It's, if the mother or the father are the ones who have to leave work at 4:00 to be able to pick up the children in kindergarten, that's the way it is. And mother's have a guaranteed subsidized children, space in kindergarten for the child from one year old and they have a fully paid maternity leave for one year. And this is for sure part of this.

MS. GARCIA: She is going to accept CV's after. [laughter] We are all going to send in.

MR. DE NEVE: And yeah, if you don't mind--

MR. MCCARTHY: [interposing] And yeah, I'll let you chime in, but in a minute we'll open it up to questions from the audience also, so, if people have things they want to ask you can think of that.

MR. DE NEVE: It may be more than a minute 'cause I can talk for half an hour about the report. But let me cut to the chase.

So, it's been incredible how much impact the ranking has had. So, we started this back in 2012, so, Denmark, indeed was, like, three times in a row number one. And then I remember before the launch, which is always the International Day of Happiness, March 20th at the United Nations. So, the week before I was in Denmark and I remember going through the airport and as you walk through I started, I suddenly stated realizing that the impact of the report was having a lot of marketing impact of the country and companies in Carlsberg [phonetic] or when you go through the airport in Copenhagen it will say, welcome to the happiest place on the planet, and you are, like, oh boy, this is referring to our report.

I knew at that time that Norway was going to be number one, so I was feeling really bad for Carlsberg and the airport 'cause I know that in about week they would have to take all of these things off. And so, [laughter] but then I don't want to spoil the party a little but the, the very, the top three, which at the moment is Norway, Denmark and Iceland, and then I think Sweden and the Netherlands is the - - but the top three or top four, from our perspective--

MR. MCCARTHY: [interposing] It's kind of a tie.

MR. DE NEVE: They're, like, it's indistinguishable from a statistical perspective.

MR. MCCARTHY: Yeah.

MR. DE NEVE: But the New York Times, Time Magazine, all of them, like, the front page was, like, Norway takes over from Denmark and there is all of these interviews in the news and all about them interviewing us about why is it Norway and, like, it was very difficult for us to make a solid, robust response because from our perspective to be honest-- [crosstalk]

MR. MCCARTHY: [interposing] This is kind of a nice thing to see countries competing--

MR. DE NEVE: --yeah.

MR. MCCARTHY: [interposing] Not on profit and production but actually on happiness.

MR. DE NEVE: And that's why this report is so important, because anything for policy makers and business leaders, it's about,

first it's about what gets measured and what gets done and so, the real advance, I think, of this report is that, well, everything gets properly measured around the world, gets reported upon, but suddenly everybody starts taking notice. The fact that in Norway the average Norwegian will respond seven and a half on a scale of one to ten about life satisfaction, that's a big deal and the changes in that are now being tracked, and so, people care about this. Now that it is being measured and there is this competitive streak in all of us, and especially between countries, and so, it works.

And the beautiful thing is, though, in 2012 when it was launched it was really just about the rankings, and even today, or this year, it's still, the headlines about the ranking, Norway takes over from Denmark, but as soon as you start reading the articles in the New York Times or the Guardian you will see it's much more sophisticated in how it's being treated subsequently. So, it's talking about well-being and equality and we're thinking about, you know, the heterogeneity or the homogeneity of the population with, that we're looking at or all of these, or happiness and all of the different items that we bring up in the report are now also being discussed. So, the debate has become more sophisticated. [crosstalk]

MR. MCCARTHY: Well, and let me just ask, I want to make sure this topic gets addressed also, which you bring up a really good point about measurement, and for people here that are working on well-being in a lot of different ways, what's the best way to measure well-being if you're an organization and you want to measure the impact of something you are doing, either for your employees or for your clients or customers?

MR. DE NEVE: Yeah, I'm happy to respond. So, there's lots of ways of measurement, and the more measurements the better, the emotional well-being, or the evaluative well-being or purpose and meaning or job satisfaction or employee engagement, there's all these kind of measures. But if you have room for one, the one that we always recommend, also through the OECD or the UK Office for National Statistics in the UN, it's essentially a life satisfaction method, 'cause it's, asking people on a life satisfaction, so, on a scale from one to ten, how satisfied are you with your life? And the nice thing about that is, it's, it cuts at all the

aspects of well-being, so, it gets their emotional well-being, how happy are you in the moment, and it also gets at the larger progress and meaning type aspects, but it's not just a fleeting moment. And when I ask you that question how satisfied are you with your life, you're going to stand back for a second, a few seconds and think about, well, how am I doing in my life? And it will incorporate all kinds of stuff including how am I doing with my job, how am I doing with my family. Whereas, if I just ask you how happy are you now? I'm going to get something much more fleeting.

And so, long story short, if there's one question to ask we will push for life satisfaction item. But importantly, in organizations, ask for something that is general, like, one's life satisfaction, because I think the error that a lot of companies have made is just asking about job satisfaction or employee engagement. But ultimately people's lives don't stop at 4:00 p.m. in Norway or 5:00 or 6:00 p.m. elsewhere [laughter] or 7:00 or 8:00 or in my case, 11:00, and so, it's important, I think to ask for life satisfaction rather than just job satisfaction. And we can tell, so, in this year's report and the presentation yesterday, the reason why work life balance comes, came up so strongly, unlike previous research, because I was trying to explain how what you do in your job is related to life satisfaction whereas before all of the studies have been about job satisfaction. So, stuff to do with life was always kind of neglected. But for one's life satisfaction for your employees, it's, these things are important, anyway.

MS. GARCIA: I, to help companies, I use, of course, the life satisfaction question and I add, I looked into all of the component of happiness that have been detected to be part of a well lived live as well as a day that, when you, at the end of the day you say, did I have more good experiences than bad experiences. And I use this index that had 21 questions, as go to the - - index, that includes these questions but it gives you more depth and an explanation on, you know, why you measure your life in a seven out of ten scale. In that way I can help organizations or people to know if it's a matter of purpose, if this is a mater of balance or if it's a mater of energy or this or that.

So, definitely if you just want them to do one question, that question englobes a lot of components, but if you have a

space for 21 questions, then call me and we will be able to dig and know, you know, why this or that and to move in.

MR. MCCARTHY: Okay, are, are there any questions in the audience?
Here [background noise]

BONNIE: Hello, I'm Bonnie. I'm here from Mexico and I have a question because yesterday I heard Dr. Oz say we should use emotion to drive transformation or to drive healing. And so, thinking that happiness as the emotion, I feel a little bit like we may be limiting that ability to express emotion by just saying we're going to measure happiness when we're really trying to focus on happiness. So, in the healing process here's this range of emotion that we have to get in touch with. And the other part of this question is about technology. So, knowing that we're so exposed to the screen, and especially for children, there is such an exposure to the screen time, that really dampens down their ability to connect to and express their emotions, so, how do you feel about those connections?

MR. MCCARTHY: I love that question and there's a lot of debate about positive emotions versus psychological flexibility and the ability to range in and out of different emotions. Does anybody want to tackle that?

MS. GARCIA: I'd like to tackle that. Yeah, could, in that, when we measure happiness at the workplace we use both negative and positive emotions 'cause it is proven by physicians and doctors that you cannot feel good emotions if you suppress the bad emotions. This the same, let's say, the same channel. But you need to feel a range of emotions and sometimes, you know, if you don't feel the bad emotions you're not able to savor or to, you know, be able to appreciate the good emotions, so, I am believing to being human you need to have that range of emotions. And I, you know, when I measure I also measure the bad emotions and give some really, you know, some really to the good emotions. So, I wanted to say that about the technology, maybe one of you wants to answer.

MR. DE NEVE: Well, on the technology we've already covered quite a bit, so, what you are saying about the kids having, sometimes way too much screen time is why I think there's probably a lot more attention deficit disorder in the world

amongst young adults, and so, that impact hasn't been properly evaluated yet.

MS. GARCIA: And poor relationships, maybe they are not learning how to build human relationships the way we used to, you know, just playing out and breaking our knees and falling and, you know, they're not having the same life that we had in terms of building relationship with others.

MR. DE NEVE: But I don't think we will be able to change that, we won't be able to turn back the clock of time, so it will be about, how can we merge that world of social connections by way of social media to make it as valuable as real life connections or a hybrid between the two?

MR. MCCARTHY: And Camilla, you've been kind of advocating for disconnection from technology, do you have anything you want to add on that?

MS. SOERLI: Yeah, but I am, I guess it comes to balance there as well, I mean, I do believe for our next generation and this, I mean, for my children as well, they have to follow the development and they have to be able to use the tools and be at the forefront of the tools that they are supposed to use when they go further through school and through, of course. But the point of losing their creativity, I mean, I see it as a huge problem. And I think it's, I think it's all about regulating in that sense and not forgetting, for example, just turn it off and being outdoors, being outside, talking with people and limiting that time but still working with the kind of education part with it.

MS. GARCIA: And there's the research that Finland showed, shared with the world saying, we have been able to reduce 40 percent of the youth drug and alcohol and above and things like that, and they did it by sport, 'cause as much as young people love TV and Facebook and all of this, they also love sports. So, they encouraged people, young people to go to, you know, to practice sport and, you know, you get the sports, collective sports, you get the relationship with others, so, they continued using technology but they combined it with sports and being out and all of that, it's super important.

MR. DE NEVE: A quick, quick note, now that you mentioned sports and technology, 'cause I'm an advisor and an investor in a small company called Run an Empire, which tries to do exactly

what which, it's a game but it has you run around the City or around the, around your place to claim an empire. And you're running to generate your empire. It's a phenomenal little business and I think they're going to do exceptionally, exceptionally well. But I think those are the kinds of ways where we could, I mean, remember, what was it, Pokémon Go last year? It's Pokémon Go, but inducing good behaviors. And it's just brilliant.

MS. GARCIA: That's brilliant.

FEMALE VOICE 1: Hello, I find this all so fascinating because I have a generation Z and I'd like the question actually directed to you, Jeremy. My daughter who is 16, I have observed is that the way that they socially engage is that they engage in social media, the action, but they don't, they do not disavow themselves from engaging one on one. It's the way in which they do it which varies very differently from Millennial and certainly my generation or my parent's generation.

And I am curious as to whether any of you know that there is beginning to be any kind of research around that because after all, they are the next big time consumers, and let me tell you, they do not listen to research, they do not listen to the facts, they do not listen to advice, they listen to their peers. That's who they listen to. They go on YouTube and so and so is saying this. I talked to my daughter for, like, a year about non communicable diseases, lo and behold, somebody sent her a Snapchat and all of a sudden, hey mom, did you hear about non communicable diseases? You know, it just didn't, it didn't hit her in that significant way until her peers were engaged in that conversation.

And then for you, Jeremy, I'm really wondering, because certainly there's a growing number and because really, no doubt, but there's a growing number of children, like mine who were, some of you may know as third culture children who have been everywhere, they have been born in one place, they have parents from different cultures and then their ecosystem are kids just like them. And it's not just related to diplomats anymore, it's oil and gas and it's people who move all the time, it's becoming, you know, a small but significant population who will be kind of pioneering for the rest of the generation. And I'm wondering if you're thinking

about Generation Z, who is very savvy and very smart about their consumer choices?

MR. MCCARTHY: Yeah, and it's interesting. I mean, I think it's, I like what you said about they talk to their peers. There's a real generation gap happening right now because the pace of change is so fast that from one generation to the next you're on a different communication platform. And I was reading and I'm, I'm not going to be able to remember who it was but I'm reading a book that was basically about evolution and it was talking about how the human species flourished when our lifespan began living long enough that we built and developed a relationship with our grandparents, and that having that additional nurturing, mentoring relationship with our grandparents was really what kind of took humanity to the next level.

And now, all of a sudden you can see that completely flipping the other way because they are, it is peer to peer and they've cut off the communication with the other generation. And so, I think that is something that, you know, we do think about in this room when we build those bridges and get that communication back. Yeah, yeah, Facebook is Generation X, that's so X. [laughter]

So, any other questions? Let me go back here and then I'll come up here.

MALE VOICE 1: So, you're saying the majority that reaches out to you to engage your services is the Millennial generation. And they're saying, come to my company, come to this. And then we're also saying that, you know, technology and always being connected and on is a huge problem as well contributing to happiness. And so, with the Millennials reaching out to you in that but also the Millennials being the largest generation that is constantly connected to all of these social media platforms and connectivity period, is that it really more time to the work life balance and that they want to still be connected and doing those things and it's really not a problem that's attributing to their happiness, they just don't want to be doing it at, they just don't want to be connected to work or what are they, you know, saying, come to my company to what, tell them to, you know, let me turn off my email sometimes so I can sit on Facebook?

MS. GARCIA: They, what they want to, now, they really are the generation that wants and believes that you can have a fulfilled life, and again, as Jan-Emmanuel says, not all Millennials are the same, and are educated in this way, so, I'm talking more about the Millennials that work in companies, indicated that they call me. But they really believe that, one, it's possible to be happier, that it's not in your genes and it's not going to happen if you don't work for it. So, they are knowledgeable in that sense, they want to be happy and they believe that work, you know, at work, they also deserve it. And work is a place where they should be, you know, they should be happy at work.

So, they asked me to come and talk to their CEO and the HR Director and do something and they get involved and they get involved as ambassadors and they are the ones that create the programs, very important. So, I think that they want to and although they are, you know, it's incompatible with being very active on the social media and all of that, they still crave for meaning and for relations and it's just that they use another way to get through that. And we saw some research on the speaker saying they will want a retreat but they want special retreat because they already do a lot of mindfulness and they do a lot of this, so, they are craving to go someone in nature they cannot usually, they cannot easily get.

Same with happiness, they know a lot, they need more, more special and more, you know, but they are very knowledgeable, so, they have to work harder it's very interesting to work with them.

MS. AGAPE STASSINOPOULOS: [phonetic] Hi there, my name is Agape Stassinopoulos and I could not help but turn my attention to all of these people on the ceiling. [laughter] I don't know if you've and a chance to look at all of these people here and I had such a sense of, - - I was saying, I had such a sense of gratitude that they look so miserable and they look so, [laughter] I mean, this was a generation that did not talk about happiness, they talked about conquering, probably and surviving and the, and how far we've come.

And so, first of all, such gratitude that we even talk about this, the luxury, such a luxury and it's a little - - talking about this, it means we have so many of our other needs. But

for me, because my life has been a big Greek, like, Sonja, you're Spanish, I think.

MS. GARCIA: I'm Spanish, yes.

MS. STASSINOPOULOS: You're Spanish, and so coming from the Mediterranean countries, joy is a big part of the culture and I don't hear a lot about joy, the Dalai Lama and Desmond Tutu came up with a great book called The Book of Joy. I came up with a book called Wake Up to the Joy in You, and everywhere I go people say, how can I please tap into my joy? And I had lunch with Bono about two months ago and I, it was so powerful, he said, ask people when you meet them, what robs you of your joy? And I love that question about joy because joy is so innate in the children and it's so, you just put a piece of music of any kind of music from Africa to the Mediterranean to Latin to the Latin people who, and you feel the joy. And you don't need a Harvard study to get you to the joy, you don't need to spend \$78 million to find out that men need love, no, I'm sorry, 78 years and \$25 million. And it's a kind, and I love you, Jan-Emmanuel, I think you're amazing with all of the study and you're bringing such clarity and knowledge and information, but for god's sake, I think, I don't want to hear from you with the spas, I go to spas and I get depressed because sometimes spas don't bring the joy. And I say, these people when they give you a massage to tell you, not to judge the cellulite because if you are judging yourself you are not going to feel happy when you leave the spa. And the spas, as wonderful as the music and everything is, but I think we need, do you agree with me, we need to bring back the joy.

And we need to, do you know humming, you should hear, you should Google humming, humming lifts the spirit, like [singing] so, I, you, there are studies about humming and singing and dancing and I don't think there should be any conference that there is no dancing and singing [laughter]. Right, because Jan-Emmanuel, can you bring that to Oxford? Can you tell us about, but I love to hear from you because I think happiness has gotten a bad rap and it's bringing us back to the head and disconnecting us from the soul and the spirit and the heart that we know, we are born with it. Children, you watch children, right?

MR. MCCARTHY: Yeah, well, and it's great for me to have so many Europeans, we have a whole panel of Europeans and so many Europeans talking about happiness. There are times when I have given talks about positive psychology or happiness and I get told, like, oh, that's such an American perspective. But, you know, it, we are getting, we are tapping in to something that I think hits a nerve worldwide, what do you say to Agape?

MR. DE NEVE: Well, I couldn't agree more with what she is saying, and for me, as the nerdy encomiast working and wading through all of this data, oftentimes the results that are coming out are incredibly intuitive, like, oh, your family matters, or being unemployed isn't good for your happiness [laughter]. But really, [laughter] but the beauty of the studies and actual measurement is that we a lot of people who are, have forgotten about all of these things, we can then come back to them and say, let's show them, black on white with a robust study. So, I do think we're making a big step, a quantum leap forward to be able to measure and show the kind of basic stuff that you intuitively feel. A lot of people have lost the joy and that kind of stuff. If we were to do studies, and I haven't seen those, around wellness, the wellness industry in different places and we could really measure all of the items, and all the time track it, we'd probably come up with the notion of, you know, the aspect of joy may be met at a lot of these places.

MS. GARCIA: And I measure—

MR. DE NEVE: [interposing] And that's why it's so important.

MS. GARCIA: And I do measure the joy, so, there's a couple of, in the questions about the positive experiences and one of the positive experiences is joy. So, I take it very seriously.

MS. SOERLI: And I think if you would, I should also try to go to one of the spas in Europe and also kind of with the Continental tradition that we have in Norway is the, it's actually lots of joy, we have music and concerts and parties and it was just Oktoberfest actually at the spa, so it's a little bit for everyone. [laughter]

MR. MCCARTHY: We're running a little, we're right on the hour right now, and we did get permission from Susie, right, we have five minutes, so we're okay.

You know, to the point about singing and dancing, a colleague of mine in positive psychology is studying what she calls "comunitas" which is this distinct sense of well-being that we get when we are moving in synch with other people. And you feel it when you are dancing or in a fitness class, you know, some of you who were out on the lawn doing fitness this morning, yeah.

FEMALE VOICE 2: Hi, I'd like to make one comment to that point. I have 35 employees and 32 of them are Millennials. And I have a 13 year old and a 11 year old so the communication scales are very different in terms of those platforms. But the, I live, I'm in New York City and our company is made with, is made up of a lot of nomads and transplants, people come to New York, they're young, a lot of them just out of school, so, they become a makeshift family. So, they're looking for connection together and lost like meaning in the work is almost secondary in a lot of times because they are just trying to figure our, you know, where to go and what to do.

And so, one of the things that we've done is gotten everybody healthcare, well, we've got to have healthcare, but health club memberships. And I find that they have so much bonding with each other when they do go workout together, it gives them, you know, it's like the new bar, basically. I mean, they are not going, like, to happy hour, they're going to Soul Cycle. And I just found that, like, I am so happy to subsidize that type of, and in fact I found that the gym membership, they don't really, like, go to the gym, they want to go to Soul Cycle one day and boxing class the next and yoga another day, so we give them a subsidy for, like, the class pack.

And so, it's just, it's those connections that people feel happy when they're a little bit taken care of and that sense of community because we do so, and a lot of it is self directed, somebody wanted to do a meditation once a week, great, do it. Somebody else wanted to do breast cancer walk, great, do it. These are not mandatory things, everybody is, it's voluntary but we give them the space, the time allotment and the flexibility. So, and I think that having all of these transplants together, you have to have a, they have to have a home base and then people will be happy.

MR. MCCARTHY: Okay, do you have a question?

MALE VOICE 2: Yes, when we are talking about the working well being, so, I think the very important issue is to remember the conflicts, because if we think that the good working place is without conflict, so, we are really losing something very essential because good conflicts are needed for the development and processing of the thing. So, what do you think about these so called beneficial and favorable conflicts and how to manage them?

MR. MCCARTHY: Anyone?

MR. DE NEVE: Wow, that's an interesting question, so, I've never heard anyone come up with this, typically we want the least conflicts possible. But I see your point about conflicts also being a across that, it helps you gain experience, but from an emotional perspective I think it would be captured in your resilience too and your conflict management abilities. Can you resist conflicts and learn from them and grow as a result? And I wonder if some people are, perhaps, have higher levels of resilience than others and so but I do find more and more when I speak to people in the industry, they are thinking a lot about resilience training, which is to deal with the embedded conflicts that one typically has within an office, whether it's within the hierarchies or whether your suppliers or customers, you're always fighting over something or oftentimes at least. So, how do you deal with that, with these conflicts? And so, then it's perhaps less about well-being as such, or the well-being of the employees, but indirectly, it is always about well-being but then by way of the resilience training. So, you'll see a lot, and there's much more going on in resilience which I think speaks to your really good point.

MS. GARCIA: I would say that when I help companies become happier places to work they get more, not more conflict but they get people speaking up their minds more. Which is really rich for the owners and the managers because people there, they didn't dare before, maybe they didn't feel they were entitled to or that their opinion mattered, and when you create a culture happier, that means that you are creating a culture of trust where everybody counts, it's a comfortable too. So, in that sense you would create more conflicts, if I can say, conflicts that people say are not, I don't agree with that,

why do you do this or that, and I'm questioning that decision, so, but it's a much richer also organization.

MS. SOERLI: And I also, to build on that, I believe that we see in Scandinavia and it might be kind of the reason for happy places to work is the flat hierarchy and it's so present in most organizations and it's okay to speak up to your boss or to challenge your colleague and that makes the sense of actually talked about your emotions and being, and having the feeling of ownership and that you are, your presence is meaningful. [crosstalk]

MR. MCCARTHY: Yeah, I, thank you, it's a great question, and I teach a course in positive leadership and one of the questions that I ask my students is, what would you, what is worse, a negative employee or an apathetic employee? And most of my students will always say the negative employee is worse, and I always challenge them on that because, actually the negative employee is bringing you energy and valuable information about what is not going well. And you can get something out of that, whereas the apathetic employee is kind of just filling up space. But, I think it's an important point. Can we give a big round of applause to our amazing panel. Thank you. [applause] Thank you, everybody.

FEMALE VOICE 1: Thank you for joining us here in the salon. Susan wanted to ask everyone to make your way over to the ideas stage for a special moment at 3:20, thank you. [music plays] [applause] [music plays] [crosstalk]

[END RECORDING 200PM HAPPINESS.MP3]