



Insights from Arthur C. Brooks on the
Science of Workplace Wellbeing

Happier Teams Start With Happier Managers



The Happiness Crisis



The Reality: Happiness in many regions has been declining since 1990, with a sharp drop starting in 2008. Post pandemic the situation became harsher.



The Entrepreneurial View: We often see this as a crisis, but it is actually an **opportunity**.



The Manager's Role: Leaders are struggling most with anxiety and uncertainty, which trickles down to their teams.



Managers Must Motivate: Managers are collectively responsible for their teams' growth in skills, well-being and overall happiness!

Myth vs. Reality

•**Myth 1:** Happiness is a destination.

Reality: Happiness is a **direction**. You can only be "happier" than you were yesterday.

•**Myth 2:** Mother Nature wants you to be happy.

Reality: Nature only cares about **survival and gene propagation**. It uses negative emotions as an alarm system.

•**Myth 3:** Happiness is a feeling.

Reality: Feelings are just evidence of happiness. Real happiness is built on **Enjoyment, Satisfaction, and Meaning**.

Myth 4: Happiness is a feeling.

Reality: Nature only cares about **survival and gene propagation**. It uses negative emotions as an alarm system.



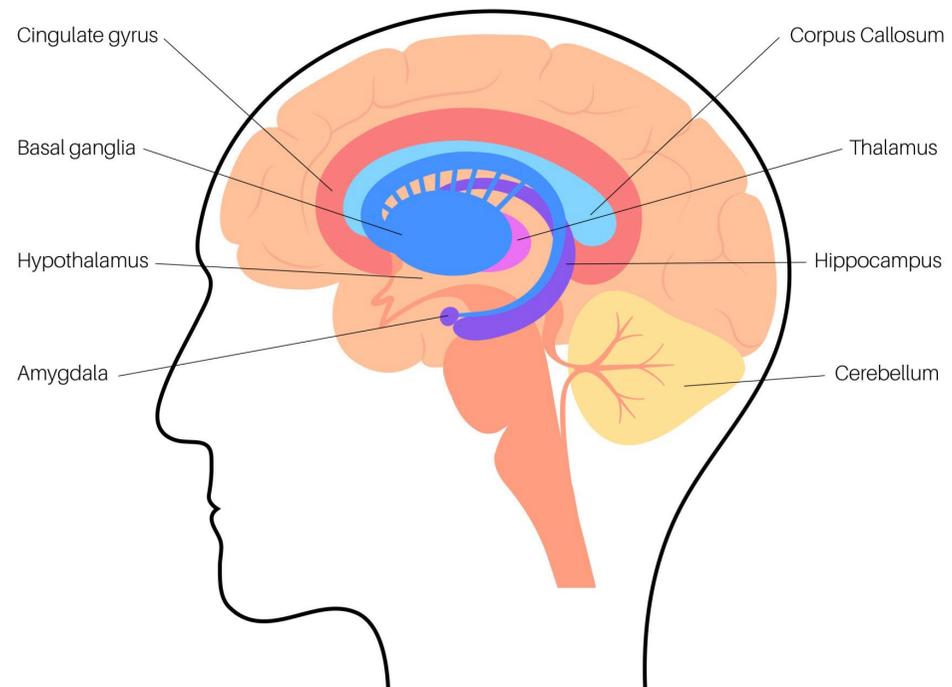
The Success Trap

- **The "Enough" Problem:** Mother Nature whispers that money, power, and fame will bring happiness.
- **The Shift:** Move from **Animal Instincts** (more, more, more) to **Moral Aspirations** (purpose and connection).
- **The Irony:** Those who achieve their worldly dreams often find they had the "wrong dreams."



LIMBIC SYSTEM

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The Manager's Ethical Responsibility



The Number One Predictor:
People don't quit jobs; they quit bad bosses.



Emotional Contagion:
Unhappiness spreads like a virus. A manager's mood dictates the team's climate.



Self-Management: A manager's gift to their team is working on their own happiness first.

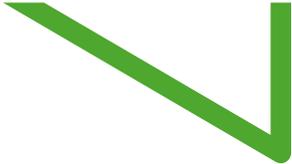


Compassion > Empathy:
Don't just "feel" the pain (Empathy Trap); have the courage to provide a solution (Compassion).

The Four Habits of Happier People

- *Think of these as your "Happiness Pension Plan."*
- **Faith/Philosophy:** Transcending yourself; standing in awe of something bigger.
- **Family:** Prioritizing deep, foundational bonds.
- **Friendship:** Moving beyond "deal friends" to "real friends."
- **Work that Serves:** Earning your success and helping others.





Redefining the Hustle

- **The UBI & AI Challenge:** Human dignity is tied to being **needed**. Unearned income can lead to demotivation.
- **Serious Leisure:** Don't just "chill on a beach." Use your free time for "Serious Leisure"—developing your soul, learning, and worshiping.
- **Generative Hustle:** Ensure your work is "loving toward the world" rather than just self-serving.

The Secret Formula

- **The World's Lie:** "Use people, love things, worship yourself."
- **The Truth for Happiness:**
 - 1) Use Things:** With gratitude, but don't become attached to them.
 - 2) Worship the Divine:** Seek transcendence to make yourself small and the universe large.
 - 3) Love People:** Because only people are worth loving.





Thank You

