Align Group is a people-consulting firm partnering organisations in the implementation of effective people solutions, combining the knowledge of organisational development, positive psychology (the science of happiness), and business analytics. Align Group has supported multi-nationals and local enterprises in projects related to: manpower audit and surveys, cultural alignment, competency and rewards, leadership, and people analytics. As an up-and-coming Singapore company, Align Group is supported by SPRING Singapore and is an active partner of Singapore Business Federation. Its operating philosophy is to enable organisations to realise the true potential of their people, at the same time creating positive teams, workplaces, and institutions that flourish.
Who We Are

**Align Group of Companies**

- HR strategy consulting firm driven by the theme of ‘Happiness’ (Positive Psychology)
- Integrated through multiple HR consulting entities (since 2000) to build HR specialisation of: Consulting, Rewards, Recruit, Education, and Centre.
- Represent the “Singapore brand”, its capabilities and potentials
- Breadth of experience with a perspective of Asia market through several regional projects
- A melting pot of qualified and experienced Singapore consultants, many previously in senior management role
- Internal capability that develops own research materials and tools
- As a one-stop HR solution partner to any organisation who sees people as their asset!
Why We Exist

HAPPY EMPLOYEES ARE GOOD FOR BUSINESS

+ 31% PRODUCTIVITY
+ 33% TALENT RETENTION
+ 37% SALES
+ 200% CREATIVITY
+ 900% EMPLOYEE ENGAGEMENT

Source: Harvard Business Review

Our Mission: We Align, Build, Communicate, and Drive Happiness to Maximise the Performance of People and Organisations in Asia
What We Do

### DISCOVERY
- **Strategic & Cultural Alignment**
  - Reaffirm organisation vision, mission, values. Identify current and preferred cultural profile.

### DREAM
- **Competency Map**
  - Consolidate competency library for organisation, to be used as a Talent Strategy Framework that supports business needs.
- **Rewards Structuring**
  - Evaluate jobs and design a reward structure that achieves internal equity & external competitiveness.

### DESIGN
- **Leadership**
  - Formulate benchmark of excellence. Identify High-Potential leaders and support with development pathway.
- **Integration with HR Policies & Processes**
  - Recruitment & Selection
  - Compensation & Benefits
  - Performance Mgmt
  - Learning Development
  - Career Management

### DESTINY
- **Succession Planning**
  - Design succession planning roadmap to ensure business sustainability and growth.
- **Project Review**
  - Measure implementation outcome against four key areas:
    - Employee engagement
    - Learning experience
    - Organisational goals
    - Performance

---

*The Interaction & Interdependence of People, HR and Business*
AGENDA

+ The Science of Happiness

+ Workplace Happiness: A Modern History

+ Workplace Happiness: Research Insights

+ Workplace Happiness: Applications
The Science of Happiness

How Do You Define Happiness?

HAPPINESS

- Satisfaction with Life
- Spiritual Fulfilment
- Family Relationship
- Hope
- Purpose
- Optimism

WORKPLACE HAPPINESS

- Positive Emotions
- Accomplishment
- Engagement
- Co-worker Relationship
- Significance
- Social Relationship
- Resilience
- Gratitude
- Self-Efficacy
The Science of Happiness

PERMA Model

- Positive Emotions
- Engagement
- Relationships
- Accomplishments
- Meaning
Workplace Happiness: A Modern History

1950s
Hierarch of Needs
Abraham Maslow

1960s
Strengths
Donald Clifton

Strengths Domains
Teams should be well-rounded precisely because we, as individuals, are not.
Workplace Happiness: A Modern History

1970s
Engagement
Mihaly Csikszentmihalyi

1980s
Appreciative Inquiry
David Cooperrider
Workplace Happiness: A Modern History

1990s
Positive Psychology – PERMA
Martin Seligman

2000s
Positive Psychology – Broaden and Build
Barbara Fredrickson

Diagram showing the PERMA model of positive psychology:
- Positive Emotions
- Positive Relationships
- Engagement
- Meaning
- Accomplishments

Graph showing the relationship between positivity ratio and overall well-being:
- Tipping point
- Flourishing range
Workplace Happiness: Research Insights

Traditional View
- Organisation needs and individual needs are mutually exclusive
- Employee is a factor of production
- Individual happiness can only be found outside of workplace
- Notion of “Work-Life Balance”

Contemporary View
- Organisation needs and individual needs have some overlaps
- Employee engagement is the key to productivity
- Individual happiness can be found in area of works that are engaging
- Notion of “Work-Life Harmony”

Research Insights – Future View?
- Organisation needs and individual needs are aligned
- Happiness and productivity are synergistic
- Happiness is an “engagement plus”
- Notion of “Work-Life Flourishing”
## Workplace Happiness: Research Insights

### Various context for job characteristics related to happiness

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Task significance</td>
<td>Work scheduling autonomy</td>
<td>Social support</td>
</tr>
<tr>
<td>Skill variety</td>
<td>Decision-making autonomy</td>
<td>Initiated interdependence</td>
</tr>
<tr>
<td>Task identity</td>
<td>Work method autonomy</td>
<td>Received interdependence</td>
</tr>
<tr>
<td>Feedback from the job</td>
<td>Task variety</td>
<td>Interaction outside organisation</td>
</tr>
<tr>
<td>Autonomy</td>
<td>Task significance</td>
<td>Feedback from others</td>
</tr>
<tr>
<td></td>
<td>Task identity</td>
<td>Ergonomics</td>
</tr>
<tr>
<td></td>
<td>Feedback from job</td>
<td>Physical demands</td>
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<tr>
<td></td>
<td>Job complexity</td>
<td>Work conditions</td>
</tr>
<tr>
<td></td>
<td>Information processing</td>
<td>Equipment use</td>
</tr>
<tr>
<td></td>
<td>Problem solving</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Skill variety</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Specialisation</td>
<td></td>
</tr>
</tbody>
</table>

### Happiness-related constructs in the workplace

**Fisher (2009)**

<table>
<thead>
<tr>
<th>Transient Level</th>
<th>Person Level</th>
<th>Unit Level</th>
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</thead>
<tbody>
<tr>
<td>State job satisfaction</td>
<td>Job satisfaction</td>
<td>Morale / collective job satisfaction</td>
</tr>
<tr>
<td>Momentary affect</td>
<td>Dispositional affect</td>
<td>Group affective tone</td>
</tr>
<tr>
<td>Flow state</td>
<td>Affective organisational commitment</td>
<td>Group mood</td>
</tr>
<tr>
<td>Momentary mood at work</td>
<td>Job involvement</td>
<td>Unit-level engagement</td>
</tr>
<tr>
<td>State engagement</td>
<td>Typical mood at work</td>
<td>Group task satisfaction</td>
</tr>
<tr>
<td>Task enjoyment</td>
<td>Engagement</td>
<td></td>
</tr>
<tr>
<td>Emotion at work</td>
<td>Thriving</td>
<td></td>
</tr>
<tr>
<td>State intrinsic motivation</td>
<td>Vigour</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Flourishing</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Affective well-being at work</td>
<td></td>
</tr>
</tbody>
</table>
Workplace Happiness: Research Insights

Pilot study includes survey on causes of workplace happiness in the local context, 733 sample points, with consistency test measure Cronbach-Alpha of 0.799 (0.621-0.921 for factors), adjusted R-square 0.8574 for the overall category.

<table>
<thead>
<tr>
<th>Category</th>
<th>Components</th>
<th>Multiple R-square</th>
<th>Adjusted R-square</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single-category</td>
<td>Satisfaction</td>
<td>0.7322</td>
<td>0.7062</td>
</tr>
<tr>
<td></td>
<td>Alignment</td>
<td>0.7644</td>
<td>0.7415</td>
</tr>
<tr>
<td></td>
<td>Engagement</td>
<td>0.6389</td>
<td>0.6037</td>
</tr>
<tr>
<td></td>
<td>Well-Being</td>
<td>0.6397</td>
<td>0.6047</td>
</tr>
<tr>
<td>Two-categories</td>
<td>Satisfaction</td>
<td>0.8525</td>
<td>0.8208</td>
</tr>
<tr>
<td></td>
<td>Satisfaction</td>
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<td>0.7505</td>
</tr>
<tr>
<td></td>
<td>Alignment</td>
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<td></td>
<td>Engagement</td>
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<tr>
<td></td>
<td>Well-Being</td>
<td>0.7956</td>
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<td>Well-Being</td>
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<td>0.6403</td>
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<tr>
<td>Three-categories</td>
<td>Satisfaction</td>
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<td>0.8408</td>
</tr>
<tr>
<td></td>
<td>Satisfaction</td>
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<td>0.8346</td>
</tr>
<tr>
<td></td>
<td>Alignment</td>
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<td>0.7628</td>
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<tr>
<td></td>
<td>Engagement</td>
<td>0.8268</td>
<td>0.7641</td>
</tr>
<tr>
<td></td>
<td>Well-Being</td>
<td>0.9080</td>
<td>0.8574</td>
</tr>
</tbody>
</table>

National Workplace Happiness Survey (Singapore) 2014
www.happyworkplace.sg
# Workplace Happiness: Research Insights

<table>
<thead>
<tr>
<th>For Organisation</th>
<th>For Management</th>
<th>For Individual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased production</td>
<td>Being ahead of the competition</td>
<td>Happiness at home</td>
</tr>
<tr>
<td>Decision making ability enhancement</td>
<td>Higher profits</td>
<td>Emotional intelligence</td>
</tr>
<tr>
<td>Clients experience Happiness</td>
<td>Making the mission statement materialised</td>
<td>Increased focus</td>
</tr>
<tr>
<td>Decreased absenteeism &amp; sick leave</td>
<td>Public acknowledgement</td>
<td>Loving work</td>
</tr>
<tr>
<td>More energy toward work</td>
<td>Employees cherishing their jobs</td>
<td>Valuing their positions</td>
</tr>
<tr>
<td>Communication enhancement</td>
<td>Supervision enhancement</td>
<td>Feeling appreciated</td>
</tr>
<tr>
<td>Teamwork improvement</td>
<td>Leadership values</td>
<td>Physical effect</td>
</tr>
</tbody>
</table>

Source: Harvard Business Review

- **+ 31%** PRODUCTIVITY
- **+ 33%** TALENT RETENTION
- **+ 37%** SALES
- **+ 200%** CREATIVITY
- **+ 900%** EMPLOYEE ENGAGEMENT
Workplace Happiness: Applications

Sonja Lyubomirsky, the How of Happiness
Workplace Happiness: Applications

9 Key Positive Psychology Concepts for Workplace Happiness

- Appreciative Inquiry
- Authentic Leadership
- Broaden-and-Build Theory
- Team Losada Ratio
- Meaning at Work
- Psychological Capital
- Solution-Focused Coaching
- Use of Strengths
- Workplace Happiness Analytics
Workplace Happiness: Applications

Workplace Happiness Analytics

Key Concepts
- Satisfaction measure
- Alignment measure
- Engagement measure
- Well-being measure

Area of Applications
1. Audit analysis on employee experience
2. Guide effective resource allocation for intervention
3. Cultural progression tracking
4. Employer branding for talent retention
Workplace Happiness: Applications

National Workplace Happiness Survey™

Video Link

Newspaper Coverage

Online Report
From time to time we are faced with pivotal decisions that can affect the entire course for our lives... The firm resolve to become happy – to learn about the factors that lead to happiness and take positive steps to build a happier life – can be just such a decision... and the conscious decision to seek happiness can profoundly change the rest of our lives.

- The Dalai Lama
Personal Takeaway

Quick Tips to Happiness

1. Take care of your soul – consider meditating!
2. Find something to look forward to
3. Commit conscious acts of kindness
4. Infuse positivity into your surroundings
5. Spend money on experiences (but not on stuff)
6. Practice mindfulness, gratitude and positive thinking
7. Exercise a signature strength to increase flow experiences (being in the zone)
8. Exercise fairness
9. Exercise!
10. Cultivate optimism - find the silver lining
11. Take your mind off comparing yourself to others
12. Nurture social relationships and invest in social connections
13. Get married – if you haven’t
14. Forgive - be willing to let go of past hurt
15. Savour the joys of life – go slow
16. Commit to goals – yes, that includes at work!
THANK YOU FOR LISTENING!

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