

PAUL[Ⓞ]

TER WAL



MAKE YOUR CHOICE
"HAPPINESS MAKES MONEY!"

There is a crack in everything; that's how the light gets in!



MAKE YOUR CHOICE
"HAPPINESS MAKES MONEY!"

Leonard Cohen, Anthem



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"People are always more important than numbers. Happy people make happy numbers which make even more people happy."

Simon Sinek

www.paulterwal.nl

• you don't build a business; you build **people**, and the **people** build the business.

Y yucap

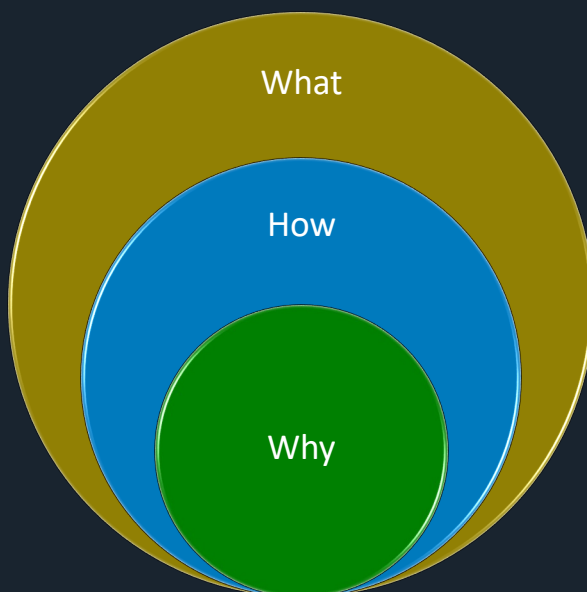
WHAT IS AN ORGANISATION?

A business is a group of people with a common purpose. The purpose is defined by the entity for which they work.

In smaller businesses, it is common for those who work for the organisation to have created it, or to have had some part in creating it.



GOLDEN CIRCLE SIMON SINEK



- Why = the Purpose
- How = the Process
- What = the Result



YOUR PURPOSE



PURPOSE



MAKE YOUR CHOICE
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MISSION



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VISION



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STRATEGY



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The structure of organisation culture



Mission: Why we exist as a Business; what we live for.



Vision & core values: who do we want to be; what do we stand for.



Strategy: which choices do we make, based on the first 3.



Operational targets & actions: what actions do we plan for the coming period to reach our goals.



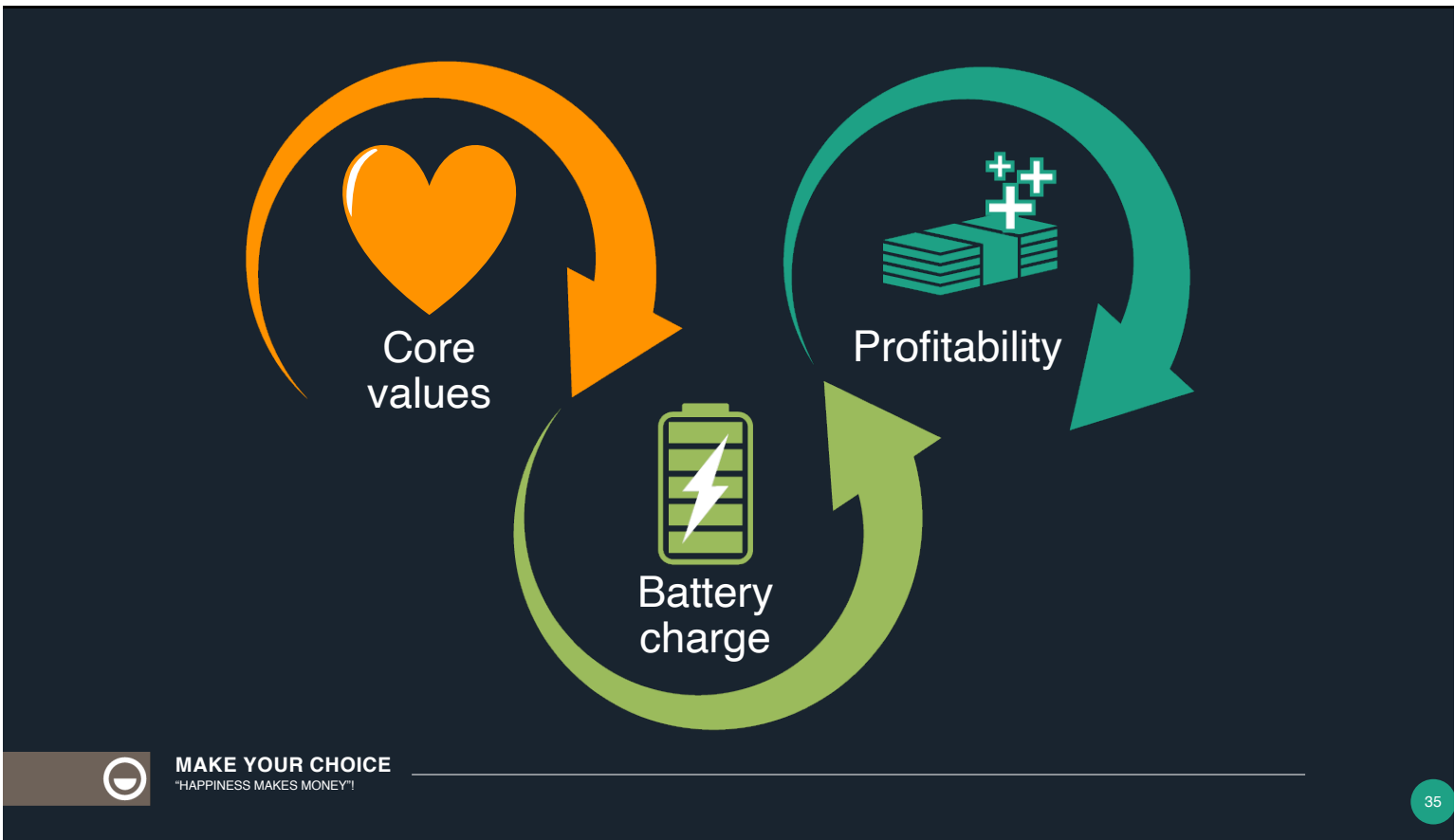
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concept management charter firm accountability
 trust **Core** integrity employee principle
 culture **Values** mission innovation people
 system vision corporate goal
 professional relationship strategy product ethic
 teamwork customer rules responsibility marketing
 contribution quality process excellence company

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FIND THEM

EMOTIONAL AGILITY

5 Questions to Ask Yourself to Identify Your **VALUES**

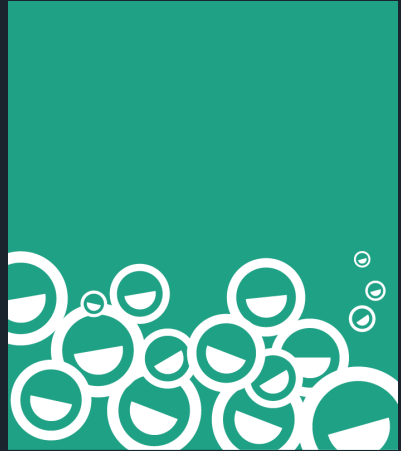
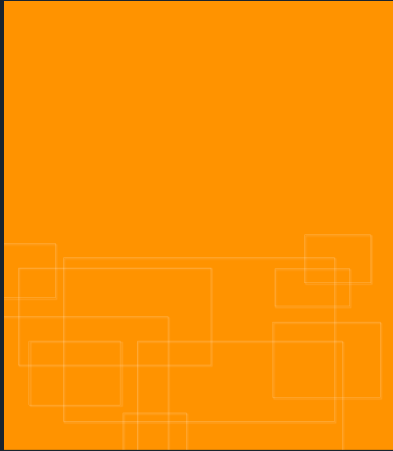
1. Deep down, what matters to me?
2. Which relationships do I want to build?
3. What do I want my life to be about?
4. During which activities do I feel most alive?
5. If all my stress were gone, what would my life look like? What new things would I pursue?

SUSAN DAVID



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YOUR NON-NEGOTIABLES ?



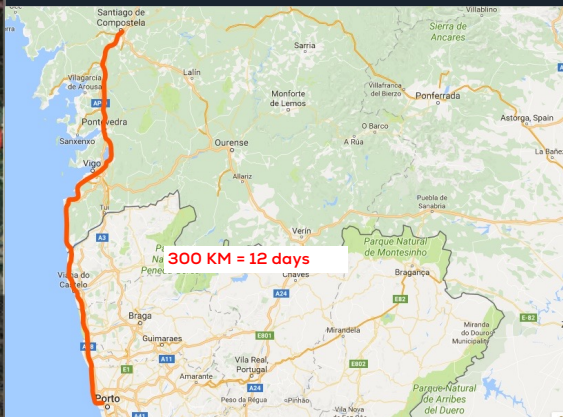
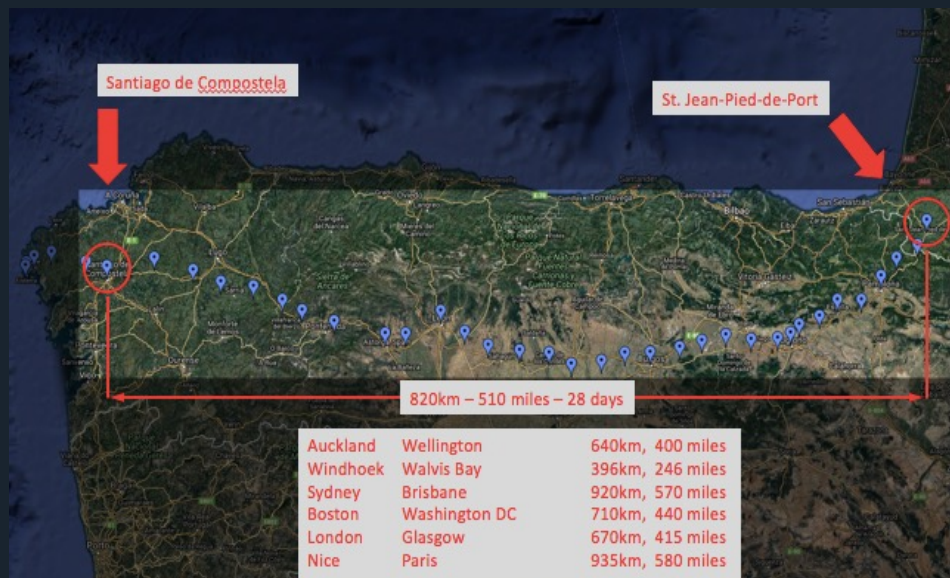
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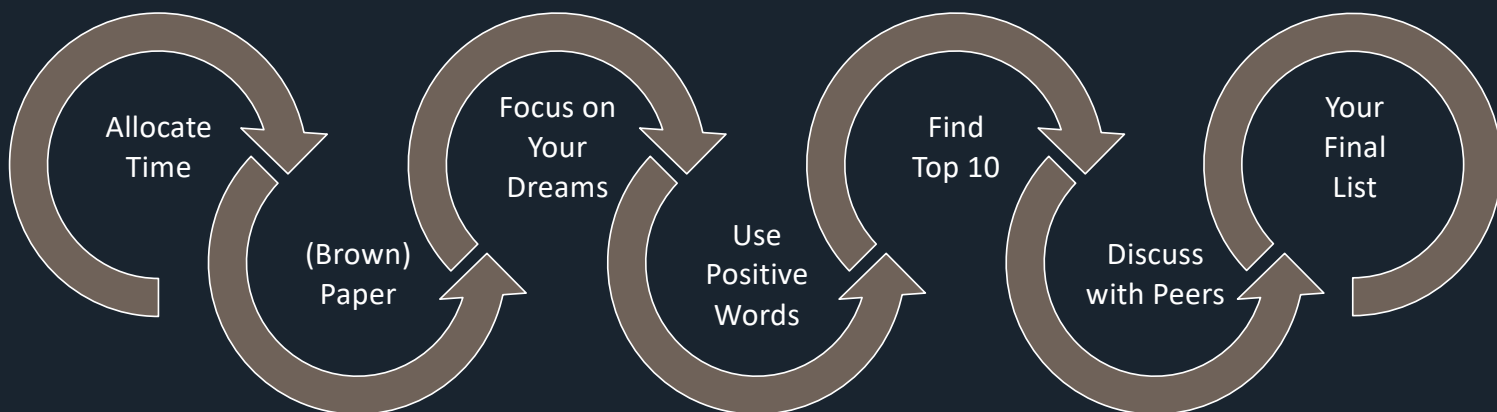
EVERYBODY IS WALKING HIS/HER OWN WALK



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7 STEPS TO YOUR CORE VALUES



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MY NON-NEGOTIABLES:

TRANSPARANCY
Leading to
INTEGRITY



FAMILY =
Central Focus



FUN as
FUNDAMENT



LOYALTY



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WHAT ARE YOUR RESOURCES in work & life?



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Work related energy givers

- Meaningful and useful work
- Getting involved
- Equality
- Personal approach
- Space for your own input
- Appreciation
- Direct feedback and support
- Personal development
- Work-life balance



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Personal Resources

Job Resources



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Personal energy resources

- Optimism
- Self-esteem
- Stress resistance
- Self-efficacy
- Resilience
- Self-confidence



Prof. Dr. Bas Kodden, Nyerode University



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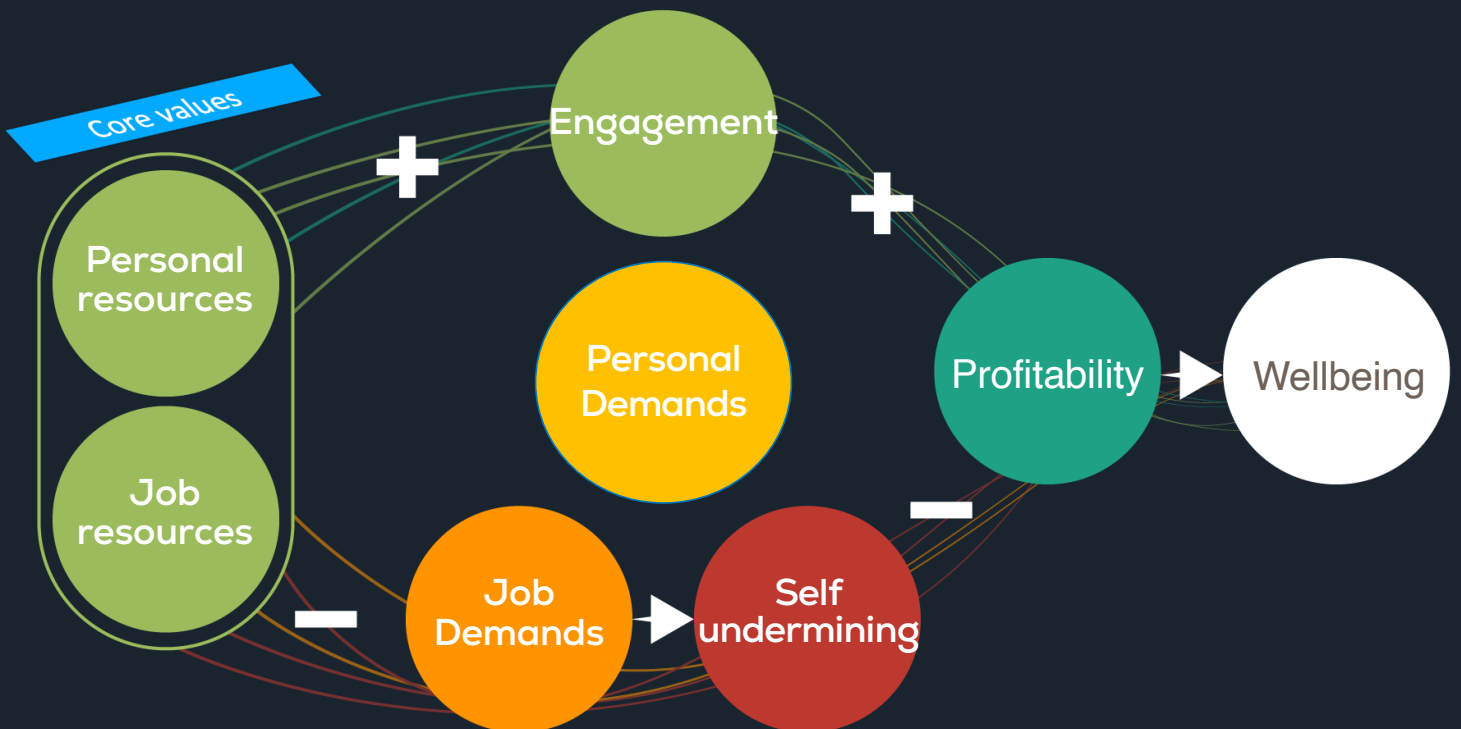
Energy takers

- Top-down management
- One-sided decision-making
- Formal, distant mutual interaction
- Bureaucracy & control
- Brakes on innovation & creativity
- Limited freedom
- Less autonomy
- Few challenges and development opportunities



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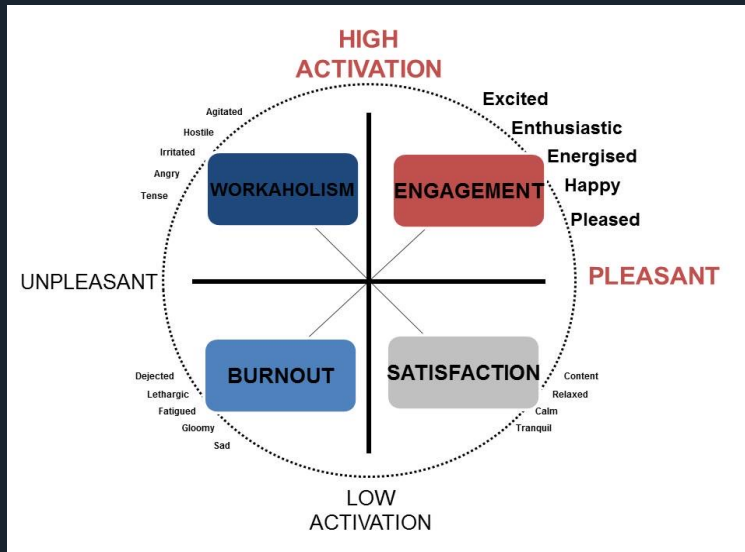
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CIRCLE of Engagement



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DEATH OF A DREAM



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RESTART OF A DREAM



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SANTIAGO 2014



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2

SANTIAGO 2022



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PURPOSE	■■■■■■■■■■■
AUTONOMY	■■■■■■■■■■■
BELONGING	■■■■■■■■■■■
COMPETENCIES	■■■■■■■■■■■

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7 KEYS of PROFITABILITY



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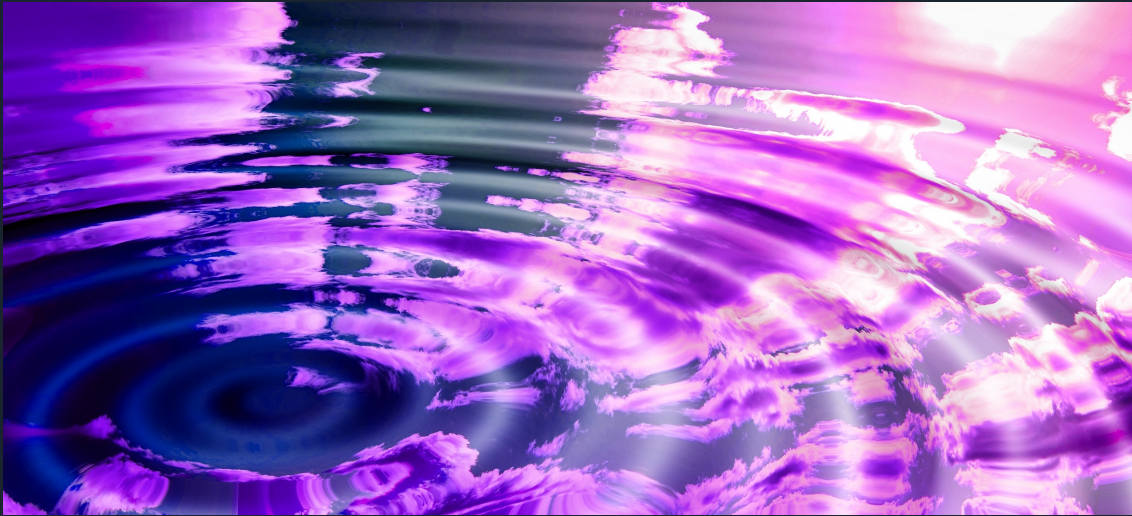
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RIPPLE of IMPACT: how to improve you & your team



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ENGAGEMENT trends

Annual Employee Engagement in the U.S., World and Best-Practice Organizations

% Engaged



Gallup does not have global engagement data for 2010, 2011 or 2017. Percentages for those years are included in the chart to connect other data points. Percentages for best-practice organizations are average percentages of engaged employees across annual Gallup Exceptional Workplace Award winners; percentages reflect the year that Gallup collected the winners' engagement data — not the year that Gallup named the award winners.

GALLUP®



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START WITH AMPLIFICATION



Amplification
All employees
@WORK
Well-being



Prevention
Employees @risk
Prevention of
(sick) leave



Curation
Employees @home
Treatment of issues

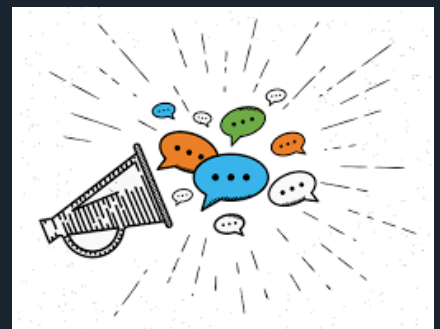


MAI
"HAPPY"

AMPLIFICATION

Amplification focuses on strengthening, increasing positive states in your life, business and employees, such as enthusiasm.

- Space for control & autonomy
- Need for development (of identity)
- Being of value and adding value



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CONTENT OF AMPLIFICATION

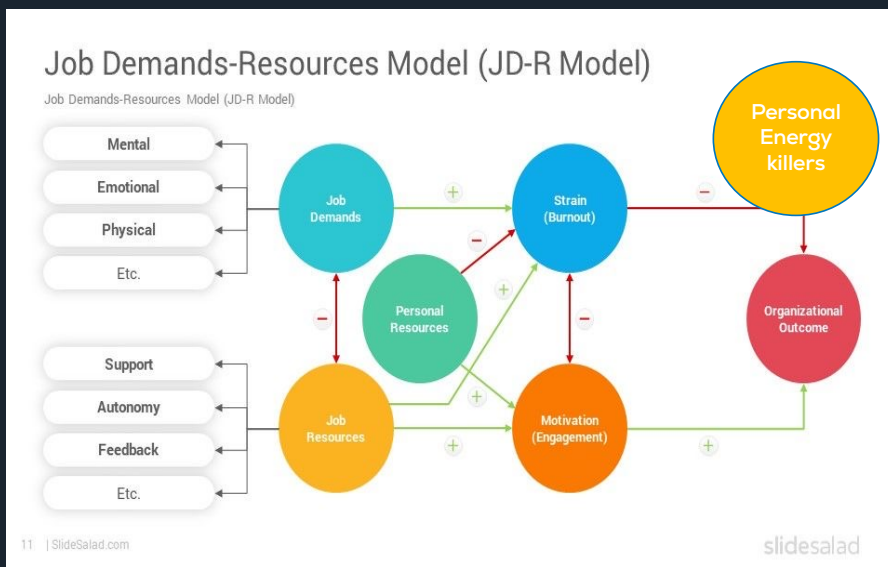
- 1 Core values:
Business & individuals
- 2 Increasing Engagement
- 3 Health promotion
- 4 Talent development
- 5 Business development



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1: CORE VALUES

Core values



Profitability 2.0

DR-model 2.0



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2: ENGAGEMENT

A positive state consisting of three characteristics.

- The energy and resilience with which employees do their work: vitality
- The involvement, enthusiasm and satisfaction with work and the business: absorption
- The focus and drive with which employees are absorbed in their work: dedication



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HAPPINESS

Happiness = well-being: a combination of feeling good and functioning well.

Seligman (2011): PERMA

- Positive emotions
- Engagement: enthusiasm
- Relationships
- Meaning
- Accomplishment: fulfillment
- Core qualities & core values

Source: Seligman; Huppert & Johnson (2010)



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3. POSITIVE HEALTH

“Health is the ability to...

- to adapt and
- to exercise your own control
- in the face of life's social, physical and emotional challenges,”

Machteld Huber 2011



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4 TALENT DEVELOPMENT



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<https://www.gallup.com/cliftonstrengths/en/strengthsfinder.aspx>

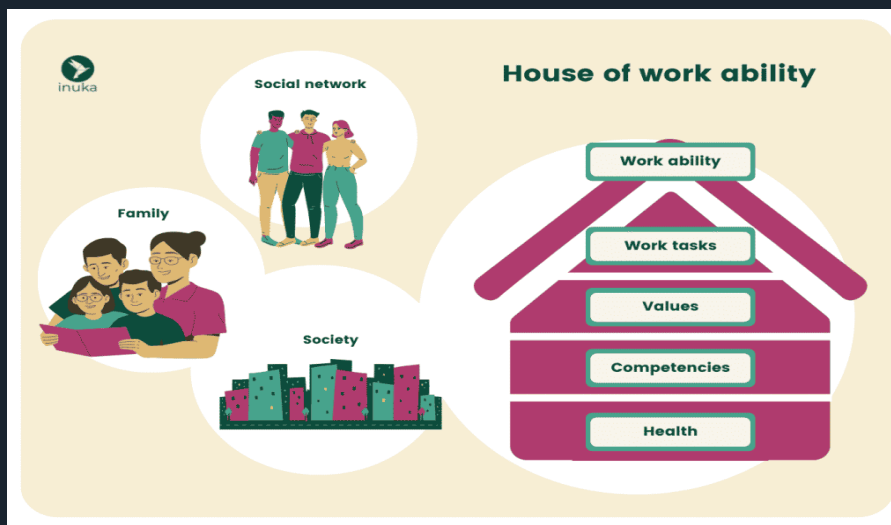
5. BUSINESS DEVELOPMENT

Anglo Saxion model	Rijnland model	Scandinavian model	Holacratie
❖ Top – down	❖ Professionals: the front line	❖ Collaborators	❖ Self organizing
❖ Shareholder	❖ Stakeholders: society-driven	❖ Stakeholders/Mixed market economy	❖ Stakeholders
❖ Dynamic: profit or exit	❖ Consultation structure	❖ Human Being	❖ Mixed
❖ Neo-liberal	❖ Family/coöperation	❖ Social / moral	❖ Liberal
❖ USA, GB, Singapore	❖ Rijn: Switzerland, Germany, Belgium, The Netherlands	❖ Norway, Finland, Sweden, Danmark, Faeröer	❖ World; newby
❖ McDonalds ❖ Google ❖ Banks	❖ Starbucks	❖ Scania ❖ Ikea	❖ Springest ❖ Zappos ❖ NL Mental Care



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ENGAGEMENT IS BIGGER THAN WORK



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**Happiness makes money.
Ignite yourself!**

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End

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