



The iOpener Institute for People and Performance™

The purpose of the iOpener Institute for People and Performance™ is "to assess, analyze and act upon the common and complex factors that create high-performing workplaces".

This means that we:

- **Assess** how happy and high-performing employees, teams and organizations are
- **Analyze** what impacts happiness and performance
- **Act** to provide roadmaps for specific interventions aimed at the improving both happiness and performance

What does this mean?

- **Assessing** means:
 - Investigating an employee, team and organization's happiness at work
 - Understanding a leader's ability to foster happiness in his or her team
- **Analyzing** means:
 - Reporting on individuals, teams and organizations' performance and happiness
 - Identifying the least and most happy teams within organizations and establishing the links that connect (or separate) them
 - Understanding an organization's internal capacity to develop sustainable interventions that increase performance
- **Acting** means:
 - Using research-based tools, techniques and workshops to effect change
 - Train internal HR professionals to deliver targeted interventions
 - Developing leaders who enhance happiness and performance at work
 - Reassessing the extent to which happiness and performance have improved

The iPPQ: iOpener Institute's comprehensive assessment tool

The iOpener People and Performance Questionnaire (iPPQ) is our flagship measure of performance and happiness at work. Designed to provide a comprehensive assessment of workplace performance and happiness, the iPPQ is a highly researched and validated tool, is based on years of empirical research and testing, and can only be administered by accredited professionals.

Most importantly, the iOpener Institute recommends specific interventions for individuals and teams based on the relevant data collected. This provides a detailed roadmap for organizations to intervene at exactly the right area of opportunity in order to maximize performance and potential of everyone concerned.



The Science of Happiness at Work™

The thoroughness of our research sets the iOpener Institute for People and Performance™ apart. We've spent six years researching and building a body of empirical and published evidence which shows that increased performance is driven by happy employees. And that the happiest employees have the greatest positive impact on any organization.

Much more importantly we've also shown that organizations who invest time and energy using the science of happiness at work get a measurable return on that investment. Our state-of-the-art IT systems enable us to use data that organizations already collect, like six sigma, customer complaints, or sales figures to show the impact of the work we do.

So what do we base our work on? The performance-happiness model illustrates the broad structure of our approach. It's a model which directly reflects the science of happiness at work and the robust statistical analysis that lies behind it.

The 5Cs

Our research shows that "achieving your potential" is at the center of the science of happiness at work. To get there people need five components, known as the 5Cs, each of which plays a major role:

- **Contribution** – involves the effort people make and their perception of it.
- **Conviction** – means the short-term motivation everyone experiences.
- **Culture** – indicates the sense of 'fit' employees have.
- **Commitment** – is about long-term motivation and engagement.
- **Confidence** – reflects the sense of belief people have in themselves and their job.

If employees have these 5Cs they'll be happy and high-performing at work. And as result, they'll achieve their potential. But every one of the above items needs to be in place for organizations, teams and individuals to be delivering of their best and fulfil their potential.

Pride, Trust and Recognition

An additional three important attributes bind these 5Cs together: they are **Pride, Trust and Recognition**. And they are critical for happiness and performance. It's important to know that they refer to organizational Pride and organizational Trust, and seem to walk hand-in-hand. So employees who are proud of their workplaces are likely to trust them too. Recognition is different. It's about personal effort being publically noted and appreciated: and that doesn't refer to or involve pay or bonuses.



Why the Science of Happiness at Work™ – and why now?

By Jessica Pryce-Jones

Organizations today are often very unhappy places to be: there's too much to do, too few resources, too little talent and still so much waste. Leaders everywhere worry about retaining their best people, ensuring motivation, making initiatives work, and getting projects delivered, all while enabling everyone to stay creative and innovative. But how? Our knowledge-driven and service-led organizations need to get to grips with the Science of Happiness at Work™ for three important reasons:

- Happiness drives tangible benefits to the bottom line
- Happiness is linked closely to performance; the happier people are, the more productive they, their teams and their organizations are
- Happiness is measurable, manageable and actionable. Our robust research and development tells organizations not only what to focus on but how to go about it

So what's the definition of happiness at work? At the iOpener Institute for People and Performance™, we define it as a mindset which allows employees to maximize performance and achieve their potential. We're not talking about emotional highs or personality here. What we're referring to is state happiness, something which has been shown to be relatively stable, yet open to change, and change for the better. It's a resource which enables individuals to deal with the tough stuff, and to take personal responsibility in their own particular working context. The happiest employees:

- Stay nearly three times as long in their jobs
- Spend double the time focused on what they are paid to do
- Take three times less sick leave

Do these desirable things lead to happiness at work? Interestingly happiness at work is a key driver of these positive outcomes. That's why deploying the science of happiness at work really matters.

And it matters now more than ever before, because we have a crisis of the fundamental things that enable happiness and performance: trust, pride, confidence, recognition, personal energy, goal achievement, leadership. The list goes on.

Moreover the importance of general happiness is now part of the zeitgeist. The idea of measuring national progress by the happiness of its citizens has attracted leading economists and political leaders across the world. And we know it's something that's really important to Millennials – or Gen Y-ers – the global and connected talent of tomorrow's leadership teams. They like it, they want it and they want it now.

On top of that the world's working population is facing two extremes: growth in Asia and continued stagnation in the West. But these polar opposites have the same outcome for employees, who are stretched to capacity, and asked to do ever more. That means organizations who focus on the benefits that the science of happiness at work brings, will gain commercial upside that not only accelerates their performance, but ensures that they thrive over the next decade and beyond. Because they'll keep their top talent, keep performance high, and keep their costs down.

Money can't buy happiness, everyone knows that. But when looking at the bottom line, happiness sure saves money.



What others say

"It is difficult to articulate the importance, relevance and potential opportunity of this ground breaking research. Far from presenting a 'latest fad' or 'conceptual model' the workshop provides you with a genuine and outstanding opportunity to help your business and individuals. If you are in the 'improving human productivity business', in whatever guise, you need to engage with this new approach. At last a methodology for organisations to truly start improving and measuring their 'greatest assets' productivity."
VP L&D, Xerox

"I haven't been as excited by anything since I first saw The Myers Briggs Type Indicator."

Medical Director and Director of Leadership, National Health Service

"Seriously the BEST and most useful program I have ever attended."

HR Director, Antares Underwriting Services

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