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Cementing Happiness: Leading an Orange Transformation at CEMEX

By Shawn Achor

A 2018 Field Report on Bringing
The Happiness Advantage to Life at Work

“We needed a miracle to turn employee engagement around at CEMEX BSO. We were looking for an intrinsic engagement solution and found the Happiness Advantage | Orange Frog Workshop. This training and methodology was exactly what we needed – it made complete sense. It has significantly transformed our environment, mindset, and culture – and at the same time driven tremendous results.”

-German Carmona, Executive Vice President &
Donna Gearhart, Director of Transactional Services, CEMEX BSO



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Cementing Happiness: Leading an Orange Transformation at CEMEX

Faced with the lowest engagement scores of any division in the country, CEMEX BSO used The Happiness Advantage to spark an employee-led positive culture change that has transformed their organization into a blueprint for success.



By Shawn Achor
and the International Thought Leader Network
Research Team, led by Matthew D. Della Porta, PhD

Big Data, Bigger Potential

In 2008, I started talking in earnest to leaders around the world about the potential of positive psychology in the workplace. Among other fascinating findings, this emerging science showed a clear connection between **happiness** and **optimal performance** for individual employees and their organizations.

Since, a lot has happened in the field of positive psychology and to me. My research and travels have taken me to over 50 countries and have made the cover of *Harvard Business Review*. I've taken this research to nearly half the Fortune 100, as well as places like the Pentagon, impoverished schools in Africa, and the White House. It has also been published in top psychology journals and featured in the *New York Times*, the *Wall Street Journal*, *Forbes* and *Fortune*. My PBS program and interview with Oprah Winfrey have been seen by millions and I now serve on the World Happiness Council.

My research, and the research of many others in the field of positive psychology, reveals a stunning array of benefits for happy organizations, including higher profitability and customer satisfaction ratings, increased productivity, lower turnover and absenteeism, and even reduced levels of stress. Overall, organizations that put into practice what I've dubbed *The Happiness Advantage* are proof positive that a happy, engaged employee is the greatest competitive advantage in our modern economy.

Today, the world's best-managed organizations know that low engagement is a serious and costly problem. According to Gallup's 2017 State of the Global Workplace Report, a whopping 85 percent of the global workforce is disengaged. However, Gallup also reveals tremendous value in the 15 percent of the global workforce that is engaged – highly engaged business units are 17 percent more productive and 21 percent more profitable than disengaged business units. Furthermore, the American Psychological Association found that "Psychologically Healthy Workplaces" have 21% lower turnover than the U.S. average, as well as 21% higher employee job satisfaction.

One of my own studies done in partnership with Training magazine surveyed nearly 2,000 Human Resource and Development professionals, and their responses led me to conclude the following:

- Organizations should **help individuals increase their sense of happiness and interconnectedness at work.**
- Senior leaders (i.e., those with formal authority) have the most influence on **creating a work environment that embraces happiness.**
- Training and professional development **efforts that generate positive emotional experiences around core happiness principles** are more likely to see positive habits adopted and organically sustained in the workplace.
- Increased happiness levels in an organization **can directly improve business results.**

Overall, the research shows that employees who believe that they will benefit from being happier at work actually experience these benefits when they take actionable steps to be happier. However, many organizations are still struggling to incorporate happiness as a business strategy.

What Makes Happiness at Work so Hard?

In the controlled laboratories of research institutions throughout the world, it has been relatively easy to measure the effect of training interventions designed to raise individual happiness. Much of this academic research is concerned with basic, theoretical findings, such as whether it is possible to train people to become happier. Now the time has come for these theories to be applied in the business world.

However, the messy, complex systems of large organizational enterprises — with so many intervening and contradicting forces — make the optimal mix of conditions to sustain happiness much more difficult to determine. In addition, most large organizations are still firmly entrenched in "rational" paradigms that focus exclusively on tangible, bottom-line results. A major shift in thinking must take place before such organizations place an equal or greater emphasis on the emotional well-being of their employees as they do on hyper-efficient manufacturing processes.

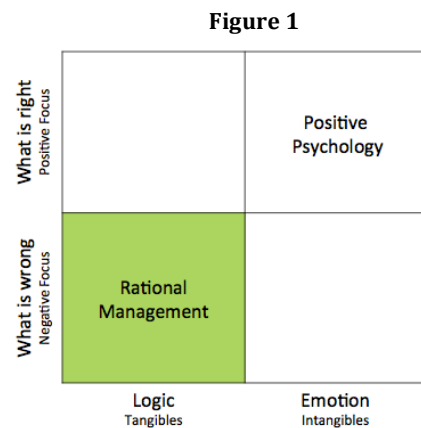
The reason that happy work cultures are difficult to build and sustain is twofold. First, organizations must **change the prevailing social scripts** that undermine positive environments and behaviors. Second, business priorities must **demonstrate a real commitment to happiness as a strategy for success.**

Unwritten Rules

Social scripts are unwritten rules that dictate how we behave when others are present. These are the cultural norms, good or bad, that determine the rules of engagement inside our organizations – they become institutionalized patterns of behavior. In some workplaces, the prevailing social scripts may influence employees to be "all business" during conversations at the water cooler and to focus on solving problems, thus, practically eliminating the role of emotions in the workplace.

However, at some progressive organizations such as Zappos, CHG Healthcare, and Google, the social scripts are much different – they encourage employees to have **positive emotional experiences** and be more socially invested in co-workers, which leads them to be more innovative and effective in their job performances.

The typical social scripts of management sciences have made problem-solving the primary orientation inside many organizations [see Figure 1, above, right]. In turn, employees learn to focus on what is going wrong; problems: how to identify them, define them, research them, and solve them. The unintended effect of this approach has been the abdication of emotion, in particular - positive emotion, which provides nutrition for the soul.

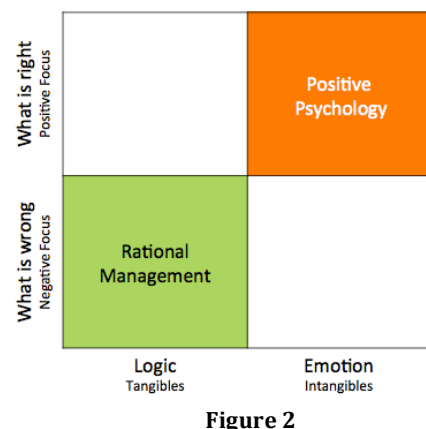


Although we must continue to find solutions to problems, our social scripts must begin to balance this problem-focused approach with a simultaneous focus on creating positive workplace environments and positive emotions that foster optimal work performance [see Figure 2, below].

Priority Check

Too often, managers are in no position to devote time and energy to developing a strategy based on positive psychology. They are overly busy, up against capacity limitations, facing aggressive deadlines, and have higher management breathing down their necks.

Management at all levels must understand that the benefits of happiness in the workplace often take time. To be sure, when we focus on the long-term success of our organizations, we will find that a priority-shift toward happiness is a firm foundation on which to build our future.



Indeed, the low-hanging fruit has already been picked; tangible, logical problems have generally been solved. New spoils and competitive advantages will go to those who capture, harness, and capitalize on the abstract, messy problem of positive employee emotions.

Below, we profile the Business Solutions Organization (BSO) at multi-national building materials company CEMEX – where its leadership and teams of like-minded employees are rewriting social scripts to make happiness a top business priority. They have generously shared their journey and how they plan to drive their happiness initiative forward long into the future.

A Desperate Situation

CEMEX is a global building materials company that provides high quality products and reliable service to customers and communities throughout the Americas, Europe, Africa, the Middle East, and Asia. They produce, distribute, and sell cement, ready-mix concrete, aggregates, and related building materials in more than 50 countries, maintaining trade relationships in close to 100 nations. CEMEX's U.S. network includes 11 cement plants, more than 50 strategically located distribution terminals, 50 aggregate quarries and nearly 270 ready-mix concrete plants. The company's global workforce is comprised of nearly 43,000 employees.

In 2016, the CEMEX BSO division, led by German Carmona (Executive Vice President) and Donna Gearhart (Director of Transactional Services), were facing serious problems. "The BSO had the lowest engagement scores in the U.S. and 2016 continued that downward trend," German and Donna said. "The BSO had been facing many challenges over the past four years that were working against employee engagement. We had organizational changes, sent jobs to Mexico, outsourced many of our positions, had layoffs of long-term employees, and increased workloads on retained staff. We needed to find a miracle to turn employee engagement around."

Like many other large corporations, CEMEX managers were focused on the numbers – but the numbers were not looking good. Engagement scores were down, and morale was low. Operating and financial metrics were below targets. Expectations were not being met. The "people problem" was an issue directly affecting business outcomes. Along with the challenges of low engagement, CEMEX was also facing potential problems with high attrition – something that most executives aren't exactly eager to discuss.

To improve its low engagement scores and to address lowering capacity and other negative consequences of attrition, CEMEX needed an "inside-out proposition" to come alive that valued their employees as whole, individual people. CEMEX needed to become a place where people believed **what they do and what they think matters**, and that they are more than replaceable parts of a large, global, and complex workforce. In short, CEMEX needed to spark an organic, employee-driven change to its culture – the ultimate inside-out proposition.



They suspected that if the culture became more positive and empowering, the problems of engagement and attracting top talent would be solved. Through its people, CEMEX would then be able to achieve its potential.

EXECUTIVE SUMMARY:

Cementing the Happiness Advantage at CEMEX

- Finding itself with the lowest engagement scores of any CEMEX division in the country, the Business Solutions Organization (BSO) realized that they needed an organic, employee-driven positive culture change – an inside-out proposition that values their employees as whole, individual people.
- After training their division using the Happiness Advantage | Orange Frog Workshop (HA|OF), based on the works of best-selling author and Harvard researcher Shawn Achor, the BSO had a new formula for success: choose happiness to be at your best, individually and together, and then be successful – not the other way around.
- With this formula as their new mantra, the BSO began has producing impressive results, including achieving targeted business outcomes and a 12 percent improvement in their engagement scores, the largest of any CEMEX division in the U.S.
- Along with these results, striking positive transformations began to take place: office decor transitioned from dull and dreary to tropical and vibrant. Engaging office competitions began to take place, and unlikely individuals started to have fun at work while still doing a great job.
- With the example of BSO as a model for implementing successful positive change, orange is now spreading, and happiness is being recognized as a strategic priority throughout the entire organization.

The Happiness Advantage

CEMEX leaders sensed something a bit different about Lockheed Martin Corporation representatives when they met for their quarterly Benchmarking group meeting – they were noticeably happier! A few questions later, and Lockheed Martin was telling CEMEX about their successful experience using the **Happiness Advantage | Orange Frog Workshop** (HA|OF).

This unique experiential workshop and sustainability initiative teaches the science of sustainable peak performance through a parable called *The Orange Frog*. I wrote this parable to share the seven core principles of *The Happiness Advantage*, which are based on my research

and the work of many other scholars in the field of positive psychology. Unfortunately, academics have a notoriously difficult time translating their research into something non-academics can understand. To help bridge this gap, I used the narrative of *The Orange Frog* to turn research information into a story that has created positive transformation in organizations and individuals around the world.

In the parable, Spark was exactly like every other frog in his pond with one notable exception. Spark emerges from a tadpole with a slight but noticeable orange spot. And this orange spot makes Spark feel uncomfortably different.

What's more, Spark begins to make a disconcerting observation; when Spark does things that make him feel better (and produce more positive results) the orange spots increase. Spark is left with a difficult decision; be normal, which makes him less conspicuous, or continue doing those things that make him happier, more productive and... more orange.



So begins a disarming tale that serves as the starting point for the workshop. By the end of the story, readers see and feel pressures they recognize in their day-to-day life.

They also witness the most remarkable transformation that takes place when Spark finally chooses to adopt an orange way of life. Not only does his own personal satisfaction

and productivity increase, these same results slowly start to ripple out to the other frogs in the pond.

About the Happiness Advantage

Our most commonly held formula for success is broken. Conventional wisdom holds that if we work hard we will be more successful, and if we are more successful, then we'll be happy. If we can just find that great job, win that next promotion, lose those five pounds or raise our test scores, then happiness will follow. However, recent discoveries in the field of positive psychology have shown that this formula is backward:

Happiness fuels success, not the other way around.

When we are positive, our brains become more engaged, creative, motivated, energetic, resilient, and productive at work.

This discovery is supported by rigorous research in psychology, neuroscience, and management studies, as well as the bottom lines of organizations around the globe. In *The Happiness Advantage*, best-selling author and positive psychology expert Shawn Achor (who spent over a

decade living, researching, and lecturing at Harvard University) draws on his own research in 42 countries to fix this broken formula.

We can reprogram our brains to become more positive to improve our performance and maximize our edge at work. Some of the principles outlined by Achor are:

- The Tetris Effect: how to retrain our brains to spot patterns of possibility, so we can see—and seize—opportunities wherever we look.
- The Zorro Circle: how to channel our efforts on small, manageable goals, to gain the leverage to gradually conquer bigger and bigger ones.
- Social Investment: how to reap the dividends of investing in one of the greatest predictors of success and happiness—our social support network.

To create a culture of adaptive, proactive leaders at all levels, the power of positive is among the biggest learning opportunities available to create and sustain success. In short:

1. Happy is a choice. 2. Happiness spreads. 3. Happiness is an Advantage.

After learning to embrace the benefits of the Happiness Advantage, workshop participants are encouraged to share these benefits with co-workers, leading to a positive “ripple effect” that spreads throughout the organization, and even into their personal lives. These individuals learn and experience the practices of resilient leaders, becoming more adaptable and capable of capitalizing on critical opportunities.

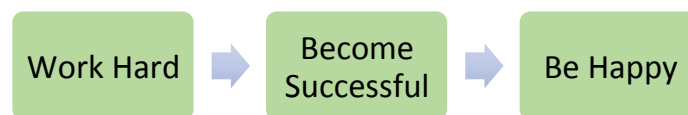


Figure 3. *The old CEMEX way of thinking about work.*

BSO leaders German Carmona and Donna Gearhart looked at HA|OF as an intrinsic engagement solution and trained most of their division in 2017 – and are continuing to train new hires.

Notably, German attended the very first CEMEX HA|OF, along with all his top managers. This sent a clear message to everyone else who would experience the Workshop: CEMEX leaders are taking this training seriously and are leading by example to prove it. The consensus around their office is that employees have experienced a truly dramatic change. “It has significantly transformed our environment, mindset, and culture. Our employees are fully engaged, enjoy coming to work, and are much more creative and productive,” German said.

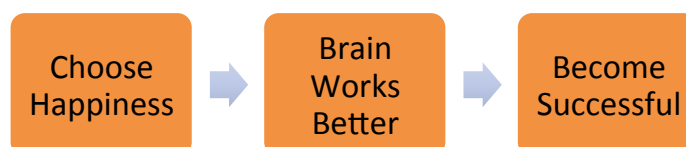


Figure 4. *The new CEMEX BSO way of thinking about work.*

I saw the BSO do what many successful organizations have done by embracing the Happiness Advantage. They embraced what the scientific research and results from some of the world's top trend-setting organizations have already confirmed: *the commonly held formula for success is backwards*.

I also love seeing the Happiness Advantage improve “soft stuff,” but when hard, bottom-line results improve too, that really shows me just how powerful positivity can be – and the BSO did not disappoint. According to IBM Kenexa Employee Voice, one of the world's leading employee feedback and engagement tools, the BSO division's employee engagement scores increased 12 percent (the largest improvement in CEMEX across the U.S.). Incredibly, some individual teams within the BSO had engagement scores improve 19, 24, and even 31 points!

Naturally, this sharp rise in engagement has led to the best talent seeking out CEMEX BSO. In fact, CEMEX employees are now telling job-seekers just how great it is to work at their Company, which generates word-of-mouth buzz that any growing organization would love to have. In addition to increased engagement and talent attraction, CEMEX BSO's positive transformation has been linked to several important bottom-line results:

- Improved working capital position.
- Improved earnings before interest, taxes, depreciation and amortization (EBITDA).
- Decreased consolidation processing time for key reporting and improvements in several continuous improvement efforts.
- Faster implementation of monthly results meetings to Top Management.

However, to understand the transformation at CEMEX, let's look beyond the numbers to the people who are now empowered to make CEMEX an exceptional place to work.

A Visible Transformation at Work

After being trained in the HA|OF, the BSO challenged its regional offices to compete in making their work environments more positive. Several participated, including Transactional Services (now known around the office as the Flip Flop Crew), who transformed their workspace to be more organized, fun, and positive.

Before the Orange Frog Positivity Challenge: Making Physical Changes to the work environment is a sure-fire way to assure employees that the positive change efforts are here to stay.

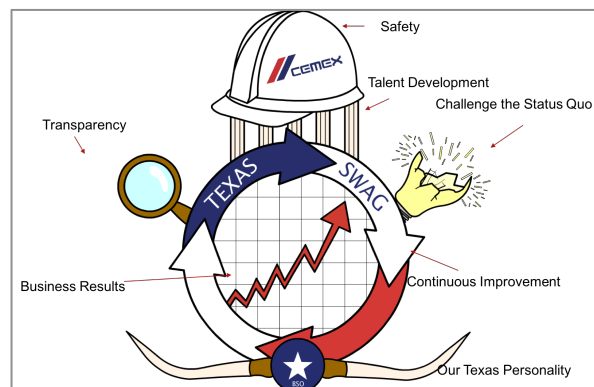


After the Orange Frog Positivity Challenge. The importance of Establishing Identity is also critical to sustainable transformation; this tends to be a “turning point” moment for teams in the Orange Frog Workshop.

The Midsouth, Birmingham office experienced what they call a *Tropical Transition*, which changed their run-of-the-mill workplace into a space that looks more like a hangout for Jimmy Buffett than an office. Just for the fun of it, the office also participated in a Mannequin Challenge (employees pose absolutely still to look like mannequins around the office) – beyond business as usual, but they report the effect on employee morale has been undeniable.

The South Florida credit group has a truly inspiring story: Nicholas Carpenter (originally a Credit Card Administrator) was in the first HA|OF, along with German and other top BSO leaders. They were so impressed with Nicholas’ engagement and contribution to the workshop that he was promoted to work in German’s office.

Nicholas later tearfully explained that the HA|OF changed his life. He went on to create a series of office spy movie spoof videos called *The Trojan Frog*.



The Texas Swag Coat of Arms

Meanwhile, the Houston office were inspired to name themselves the *Texas Swag Team*, complete with their own Coat of Arms that shows exactly who they are.



A gnome, with plans to roam.

Finally, Donna Gearhart (a BSO leader) and her team invented *Gnome on the Roam*: each BSO team is given a garden gnome statue to “take on adventures,” resulting in a lot of fun and representing HA|OF all over the world.

Embedding Principles of The Happiness Advantage

The process CEMEX BSO followed to solidify their positive transformation (Figure 5) began with the HA|OF workshop. Afterward, an internal BSO Orange Frog team was formed, followed by a Chartering Team vision/strategy session. Workshop graduates then applied the Happiness Advantage principles that they learned in the workshop, which secured the involvement of more BSO employees. This entire process is sustained by continuous positive changes to how work gets done, specifically through embedding positive practices into **work routines** (e.g., starting meetings by having attendees share three things for which they are grateful) and changing social scripts – the unwritten rules for how people are supposed to think and behave at work (e.g., changing the script “we are too busy to take lunch” to “taking lunch together will help us work better together”).



Figure 5. *The CEMEX BSO Process of Positive Transformation.*

In addition to the ideas they have implemented to make their workplaces more positive and engaging, groups trained in HA|OF have also incorporated several ideas to directly improve business outcomes. Following the Happiness Advantage principle of Zorro Circles, which states that the best way to make progress on a large goal is to start with quick and easy wins that build momentum for long-term, more challenging wins. Other examples, based on Happiness Advantage principles include:

- A new BSO twitter account: to share accomplishments, competitions, and events with the rest of CEMEX, informing others who they are and what they do.
- Department trophies: designed by each department, given weekly to the person with the most success, who can then display the trophy on his/her desk for the week. As a bonus this creates an incentive to learn more about what co-workers do and how they benefit the team as a whole.
- Reward points: peer-to-peer recognition of colleagues who make an extra effort to improve the business, serve customers, and solve problems in creative and innovative ways. Points are rewarded bit by bit and accumulate over time. Top earners win prizes, like a \$20 gift card.

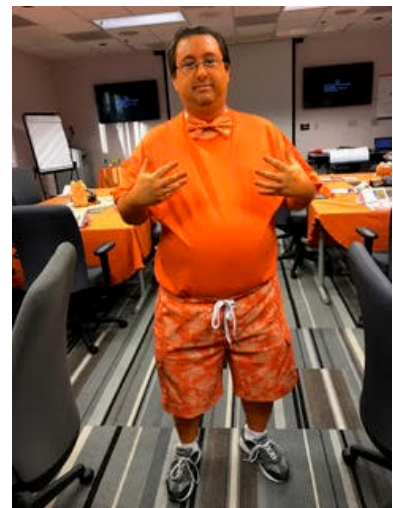
People at CEMEX have been empowered to change their workplace and grow their culture from the inside-out. But I was also curious about the individuals on a personal level? Did they experience a transformation?

Positive Personal Transformations

In the BSO West Palm Beach Office, employees are eager to explain how big of a change they have seen since experiencing HA|OF. One of the biggest personal transformation has been seen in Sean Taylor (Technical Infrastructure Manager). “The Orange Frog workshop led me to believe that it’s not about what I do, but about who I am,” he explained. “After the class, I showed that I can be in a good mood and have fun here at the office, but still get things done and resolve problems. That has been great.”

Suzanne McKeown (Tax Analyst), like many others, has seen that the Happiness Advantage principles apply at the workplace *and* at

home. “This training helped me deal with other things in life besides work,” she recalled. “It helped me deal with things at work and at home, and it makes me look at better ways to respond to negativity, so I don’t get sucked into it. Now I look around the office and I see happiness and smiles. The Orange Frog is just amazing, and I hope it keeps spreading across CEMEX and the whole world.”



Sean Taylor, feeling very Orange.

HA|OF graduates often experience a newfound appreciation for their leadership, and Delma Ramirez (Payroll Specialist) is no exception. “To come to work and have your superiors show that what I think matters and what I do matters – that has uplifted me so much and it’s just great to be here working for CEMEX,” she said.

The “Soft” Stuff is Often the Hardest

CEMEX BSO has been quick to point to several “soft benefits,” intangible results that demonstrate the huge change that has supported cementing happiness in their division:

- **Better communication** – employees are sharing ideas with management on a regular basis.
- **Greater collaboration** – within the BSO and its business partners – new project teams formed to focus on continuous improvement, better processes, and achieving solutions.
- **A more productive and creative work environment** – improved culture and atmosphere, sparked by the BSO competition for designing improved work spaces is now impacting work, spurring local innovation and improving output.
- **Growth opportunities** – newly discovered talent and capabilities within the team with many internal promotions occurring.



An Orange Frog graduate transforms an office desk.

A Ripple Effect Underway

CEMEX has stories of office overhauls, personal transformations, and bottom-line results to show that they have greatly benefited from investing in the happiness and engagement of their employees. In fact, the BSO have learned that they don’t merely have job-functional staff during the workday – they now value having real, whole people contributing to their organization.

The future looks bright for CEMEX; the BSO expects that the “ripple effect” of positivity will continue to spread throughout the organization, leading to higher engagement and long-term success, sparking positive change in the personal lives of CEMEX employees everywhere.

In fact, the BSO has become the model environment and leadership for Cementing Happiness at CEMEX. Plans for an aggressive global roll-out (CEMEX is in 54 countries) of HA|OF across the organization are in the works. If you were to ask BSO leader Donna Gearhart and her team, who invented *Gnome on the Roam*, they would assure you that the gnome is, in fact, roaming. “We

will continue to drive this engagement and methodology going forward,” Donna declared. “We have raised the bar for our future!”

There are many ways to summarize the CEMEX BSO story, but I think Raviena Pertap (Accounting) said it best: “It’s so refreshing to walk the hallways and see these smiling faces, to see people who actually want to engage and have a conversation with you. I want to commend our upper management for providing the tools for us to be positive in our work environment. There are absolutely positive changes happening here, and I’m so happy to be part of it.”

An inside-out proposition leading to organic employee-driven change. 12 percent higher engagement, supporting the success of HA|OF in driving business outcomes throughout CEMEX. Leaders focused on both hard results and the “soft stuff.” Personal transformations. I call these results the perfect mix for Cementing Happiness at CEMEX.



A BSO team, Orange and ready for anything.

How to Start Your Own Happiness Transformation

Organizations must equip their managers with the tools necessary to lead positive change. It is simply not enough to have managers read a book or attend a seminar. Instead, managers need to be fully convinced of and be prepared to articulate the benefits of happiness. In sum, our experience over the past year indicates the following requirements to ignite an era of mobilizing happy, engaged employees as a deliberate business strategy:

- Visible action taken to address damaging social scripts at work. This involves writing new social scripts that advocate and promote the link between happiness and success at work, as well as visibly removing social scripts that do not.
- Patience for happiness to take root and support for organic, employee-driven growth within the organization.

- Embedding individual and organizational work routines with positive practices to create positive emotional experiences at work.
- A willingness to create space and structure for happiness to live, especially for new teams and necessary time commitments.
- Senior management visibly supporting and learning about the benefits of the Happiness Advantage. They must walk the talk!
- Widespread, visible communications to convey that change is happening. Painting the walls is a simple and direct way to broadcast this message (see the examples of office transformations at CEMEX BSO above).
- Systems in place to spread the learning. In addition to formal training systems, consider implementing coaching, mentoring, or organized volunteer programs.

We stand on the verge of what may well be the biggest opportunity in the history of modern industry. By capitalizing on the science of happiness, employees at all levels can help their organizations become more successful than ever and enjoy the well-being that accompanies high engagement and job satisfaction. Senior leaders who choose happiness, and make the required commitment, stand to create organizations that learn how to optimize the benefits of positive emotions and have this learning spread throughout their organizations and outward to their customers. This marks an opportunity not just to make companies more profitable, but to make the world a happier place. Let the era of Happiness at Work begin!

Glossary

Happiness	A positive emotional state.
Positive Emotional Experience	Any experience that evokes <i>happiness</i> .
Social Script	"Unwritten" rules that influence how we think and behave.
The Happiness Advantage	The competitive advantage organizations gain by capitalizing on the improved performance, engagement, and other business outcomes of happy employees.
Work Routine	A repeatable sequence of practices to efficiently achieve a result. Work Routines are the foundation of organized work.
Tetris Effect	The HA principle wherein the brain learns to recognize patterns that are repeated over and over. This ability to recognize patterns helps the brain preserve and gradually improve its processing capability.
Tetris Effect Practice	An activity intentionally practiced causing the brain to recognize and repeat a desired pattern (e.g., when people intentionally practice finding “things they are grateful for,” it becomes easier for their brains to find this pattern).
Zorro Circles	The HA principle which proposes that by first getting fast, small wins, we are more likely to accomplish large and complex goals.
Zorro Circles Practice	An activity focused on accomplishing a small piece of a large goal.
Social Investment	The greatest predictor of our long-term success is the relationships we build with other people.
Social Investment Practice	An activity focused on solidifying the connection between people, resulting in greater engagement and work performance.



About International Thought Leader Network

For over two decades, the principles of International Thought Leader Network (ITLN) have worked on the forefront of organizational advancement in collaboration with the world's most distinguished thought leaders to deliver big ideas and best practices to a global workforce. In the early 90s, ITLN pioneered the branded thought leader and business guru space, actively advancing the worldwide public brands of legendary thought leaders such as Stephen Covey, Tom Peters, Peter Senge, Ken Blanchard, Michael Hammer and Spencer Johnson, connecting them and their content to organizations in 42 countries, conducting over 200 live events annually, reaching millions. ITLN has designed, developed, and delivered enterprise level training and implementation solutions for the world's most sought after thought leaders including Harvard's John Kotter, Shawn Achor, and Vijay Govindarajan, founding director of Tuck's Center for Global Leadership.

ITLN, in partnership with Shawn Achor, assists organizations around the world in bringing happiness research to life at work and in education . . . through research partnerships, training, and large-scale interventions. The Happiness Advantage



| Orange Frog Workshop™ and its accompanying parable by Shawn Achor, *The Orange Frog*, are designed to deliver key lessons from *The Happiness Advantage* while also serving as a rallying language for teams, organizations, and individuals to provide the foundation for sustained positive behavioral change. This change is linked to core work routines and best culture practices, supporting desired business results and educational outcomes.

Today, ITLN and Achor have created the largest and most successful positive psychology training for organizations and educators in the world. Their work impacts every dimension of human potential performance, intelligence, creativity, leadership ability and health – in an increasingly interconnected world where our biggest potential lies in our ability to influence others.

About Shawn Achor

International best-selling author Shawn Achor is one of the world's leading experts on happiness, success, and potential. His research has graced the cover of *Harvard Business Review*, and his TED Talk is one of the most popular of all time, with more than 17 million views. Shawn spent twelve years at Harvard before bringing his research to nearly half the Fortune 100, as well as places like the Pentagon, impoverished schools in Africa, and the White House. His research has also been published in top psychology journals and featured in the *New York Times*, the *Wall Street Journal*, *Forbes* and *Fortune*. His interview with Oprah Winfrey and his PBS program have been seen by millions. He now serves on the World Happiness Council and continues his research.



To participate in future research on workplace happiness, write to info@ithoughtleader.com