

The Happy Practice Workbook

Designing Culture for Practice Performance & Team Success

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The Design Arc: ME → US → THE SYSTEM → ALIGNMENT → ACTION

1. Your Happiness Profile (Me)

Positive and Negative Affect Schedule (PANAS)

Positive Affect Score: _____ Negative Affect Score: _____

Your Individual Profile: ☐ Cheerleader ☐ Judge ☐ Poet ☐ Mad Scientist

2. What Helps People Thrive (Us)

Happiness research points to recurring conditions that help people and communities thrive. In a workplace, teams cannot manufacture happiness - but they can create conditions that make thriving more likely. Consider how these conditions translate into your own practice currently, then rate each workplace condition from 1 (Low) to 10 (High).

THRIVING CONDITION	WHAT IT LOOKS LIKE	SCORE
Resources	People have the resources, support, and workplace environment they need to succeed.	___ / 10
Team Cohesion & Trust	People feel connected, respected, and a sense of place on the team.	___ / 10
Sustainable Performance	The work environment supports energy, resilience, and long-term success.	___ / 10
Autonomy & Ownership	People have agency and influence over how work gets done.	___ / 10
Recognition & Helping Others	People feel valued, and helping others is recognized and reinforced.	___ / 10
Transparency & Fairness	Policies, processes, and decisions are understandable and trusted.	___ / 10

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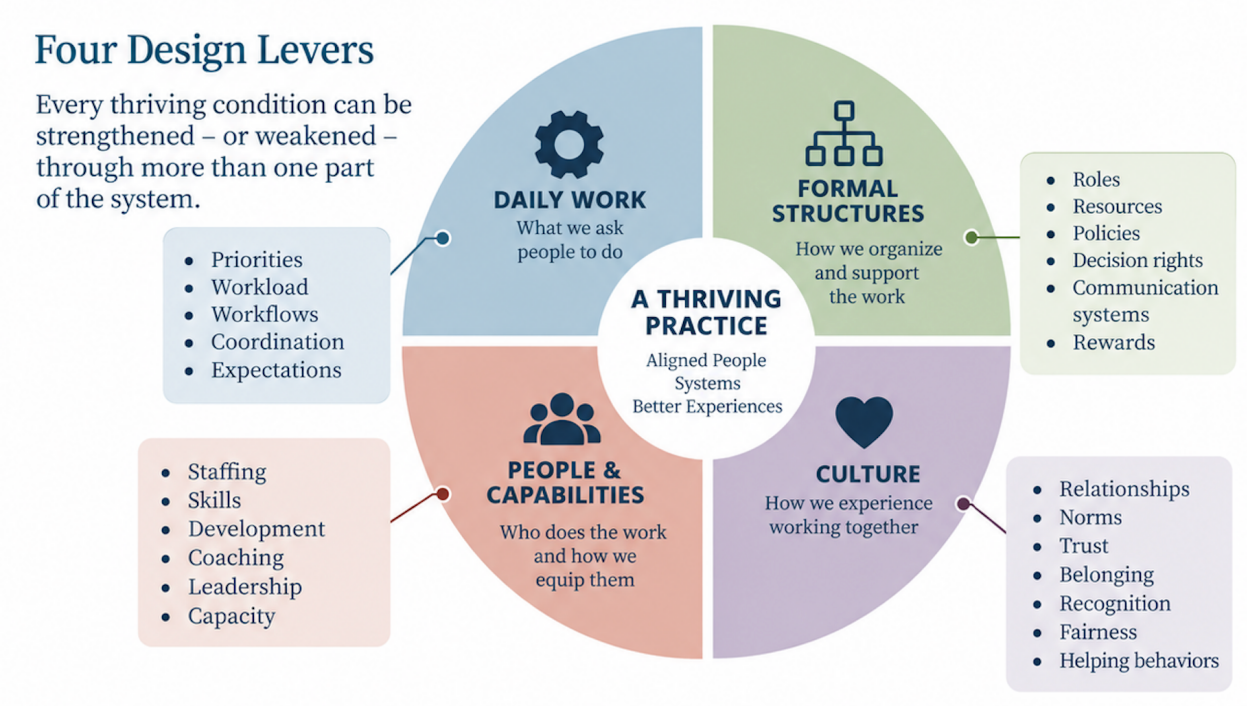
3. Designing Workplace Conditions (The System)



Key Takeaway

Happiness in the workplace is a product of alignment across all four design levers.

4. Root Cause Diagnosis (Alignment)

Identify a problem you'd like to see improve in your practice.

Examples:

• Turnover • Burnout • Communication breakdowns • Accountability concerns • Team conflict • Resistance to change • Productivity • Patient Satisfaction

Problem: _____

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Choose one: Choose the condition that represents the greatest opportunity for your practice to address this problem. Where is your greatest untapped "happiness potential?" This could be an area for improvement (a weakness), or it could build on something your team does well (a strength).

☐ Resources ☐ Team Cohesion & Trust ☐ Sustainable Performance

☐ Recognition & Helping Others ☐ Autonomy & Ownership ☐ Transparency & Fairness

Our condition: _____

Which design lever(s) will this action address?

(hint: it's likely more than one)

☐ Daily Work ☐ Formal Structures ☐ People & Capabilities ☐ Culture

5. Designing a Happy Practice (Action)

- ☐ Based on your diagnosis, what is one thing you could redesign over the next 90 days that would create the greatest positive impact?
- ☐ What practical change could better align the system and strengthen the thriving condition you selected?
- ☐ Who needs to be involved?
- ☐ First action step?
- ☐ Target date?

Congratulations!

You are now *designing* your workplace culture and one step closer to achieving

The Happy Practice

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PANAS QUESTIONNAIRE

The Positive and Negative Affect Schedule (PANAS) refers to the emotions or feelings that you might experience and display in terms of how these emotions influence you to act and make decisions. Positive affectivity refers to positive emotions and expressions such as joy, cheerfulness or contentment. Negative affectivity, on the other hand, refers to negative emotions and expressions such as anger, fear or sadness.

Instructions: This scale consists of words that describe different emotions. Find a time when you feel relatively neutral about life—neither unusually stressed out nor happier than normal. Respond to each emotion with 1–5 in the corresponding box on how you feel in general, not at this very moment.

1—Very Slightly or Not at All 2—A Little 3—Moderately 4—Quite a Bit 5—Extremely

Interested	
Distressed	
Excited	
Upset	
Strong	
Guilty	
Scared	
Hostile	
Enthusiastic	
Proud	

Irritable	
Alert	
Ashamed	
Inspired	
Nervous	
Determined	
Attentive	
Jittery	
Active	
Afraid	

TOTAL OF ALL GRAY BOXES	
TOTAL OF ALL WHITE BOXES	

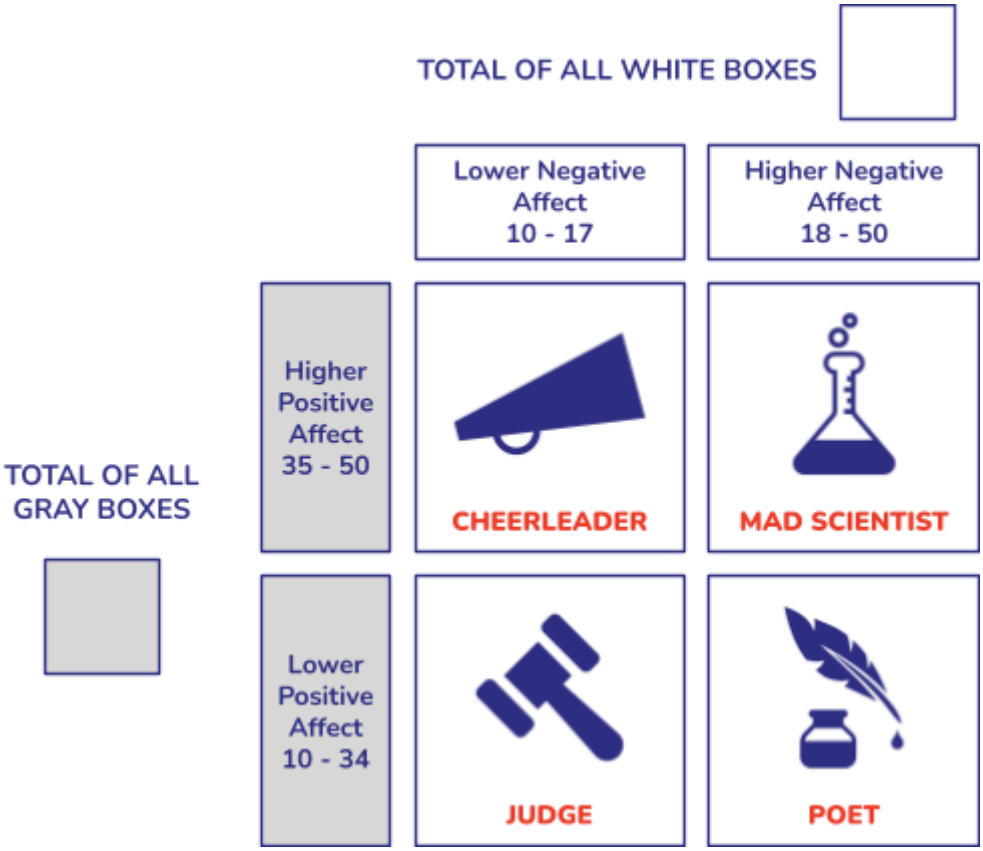
Scoring: Add your gray boxes and white boxes separately.
Transfer the two numbers to the corresponding boxes on the next page to interpret your results.

PANAS QUESTIONNAIRE

Arthur has designed four profiles to help us understand the results of the PANAS Questionnaire.
Based on your PANAS scores:

- If you tend to express a lot of positive affect but express little negative affect, you are a cheerleader. You have lots of good moods and not too many bad moods.
- If you tend to show high negative affect and low positive affect, you are a poet. Lots of bad moods, fewer good moods.
- If you are high on both, you are a mad scientist. You have lots of strong emotions, both good and bad.
- If you are low on both, you are a judge. You don't get lots of strong moods on either side. You're really steady.

None of these profiles are good or bad. They just illustrate your tendencies. In fact, no matter where you sit, there's a role in life for which you are ideally suited. Remember, we need poets and judges, not just cheerleaders and mad scientists.



MY PANAS PROFILE IS: _____

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