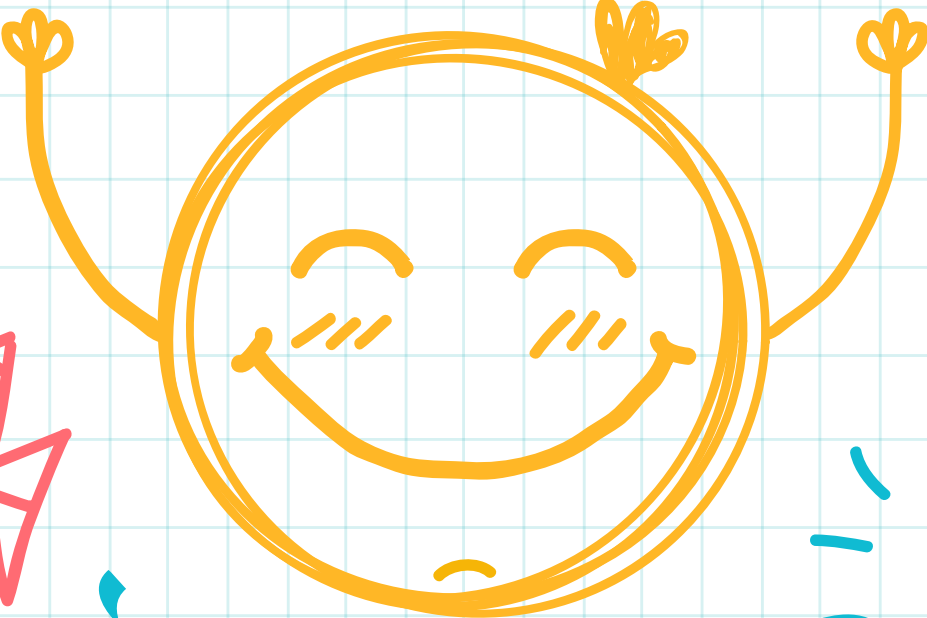
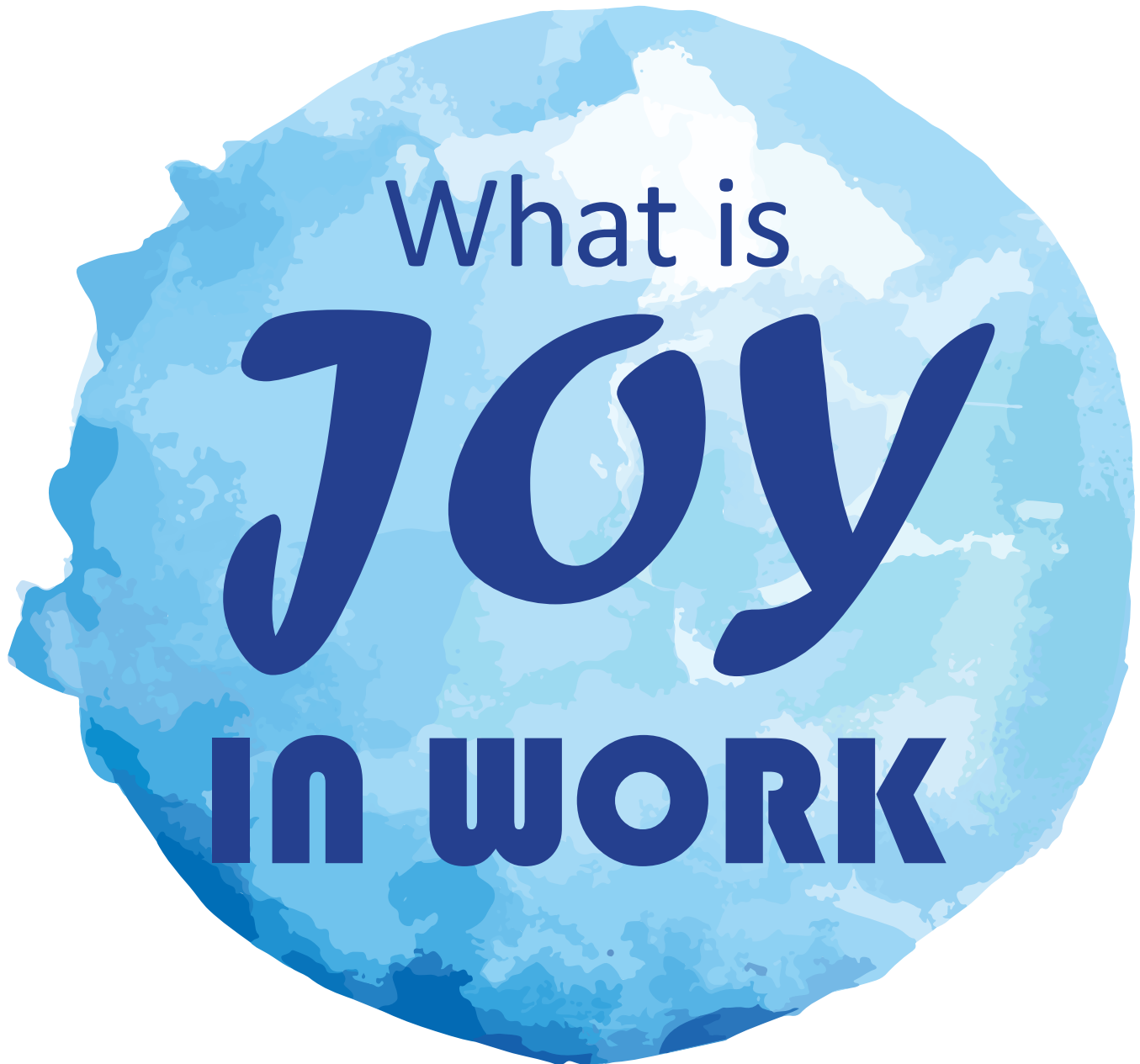


JOY



IN WORK TOOLKIT



Joy in Work (JIW) is a ground-up movement that aims to empower staff to find joy in their work.

Introducing joy to the workplace is not a new concept. While many organisations mix a little bit of corporate training and a little bit of Human Resource practices, we take a different approach. How?

Unlike joy at work, this toolkit will help you and your team understand what factors are sapping joy in work. You will co-create solutions that make you feel good about your workday and thrive at work.

Joy in Work. It's about you. It's about me. It's about us.



Who is it for?

Teams, departments and workgroups that routinely work together




Why the need?

To promote individual resilience and improve team dynamics



When do we need it?

Whenever there is room for improvement, and a team ready to act on it

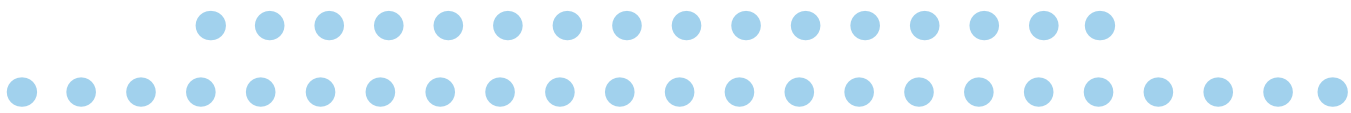



HOW?

You will need a facilitator, staff who are ready to make a change, and this toolkit!



FOUR SIMPLE STEPS TO *Joy*



Step

1

▶▶▶▶

Let's chat

An icon of two overlapping speech bubbles, one white and one light blue, representing communication.

Step

2

▶▶▶▶

Finding gaps

An icon of a magnifying glass, representing the process of identifying gaps or areas for improvement.

Step

3

▶▶▶▶

Let's improve

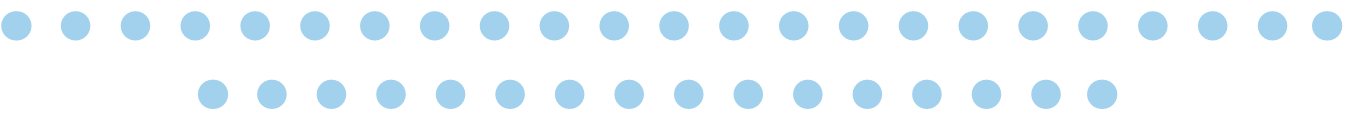
An icon of a rocket ship, symbolizing progress, growth, and improvement.

Step

4

▶▶▶▶

Let's track

An icon of a bar chart with three bars of increasing height and a flag on top, representing tracking progress and achievement.

Step



Getting started

- ☺ Say why you are talking about joy in work.

“We are here to have a conversation about joy in work. This is a movement to make a safe and humane environment for everyone to find meaning and purpose in work. To help us do this, let's have a discussion on what makes you feel happy at work.”



- ☺ Talk about your commitment to working together to make daily work life better for everyone.
- ☺ Use brief huddles to have conversations with as many people as possible.

How to do it

- ☺ Start with a question, then listen and invite others to comment. Or have the participants ask the questions to each other before sharing with the team.
- ☺ Ask follow-up questions to clarify statements.
- ☺ Identify and record common factors that contribute to JIW as bright spots, e.g. teamwork.
- ☺ Similarly, identify factors that reduce JIW, e.g. lack of recognition (pebbles in shoes).
- ☺ Emphasise this is about ongoing improvement, not a once-off exercise.

Tools to try

INTERACTIVE TOOLS

Conversation cards

REFLECTIVE TOOLS

Bright spots vs pebbles
cards

Journey mapping

Mini conversation cards



Step



Step



Step



Step



Step



Step



Step



Step



Step



Mini conversation cards



How does it look like when we are at our best?

What makes my day at work?

What kind of work achievements would make me celebrate?

What matters to me in work is...

I know I make a difference in my work when...

What makes me proud to work here?

What do I envision for myself next in my current role?

Do I have a sense of accomplishment at the end of each day?

How is my work getting me closer to what I want for myself?

Bright spots vs Pebbles

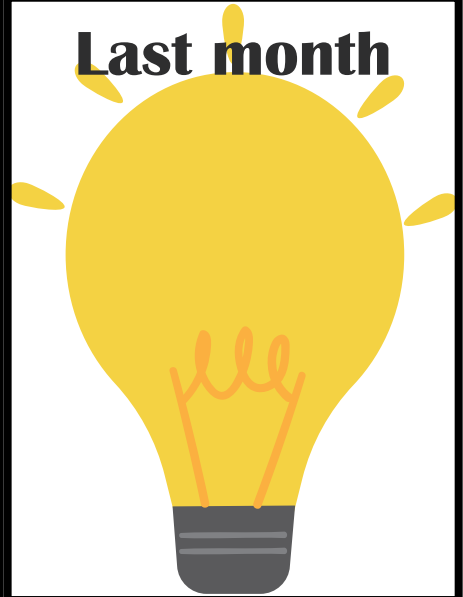
Yesterday



Last week



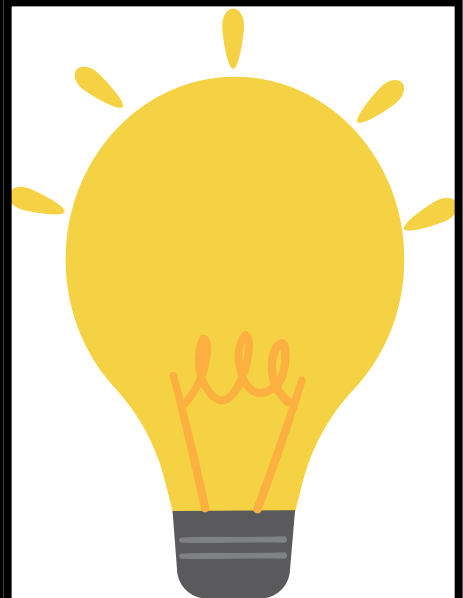
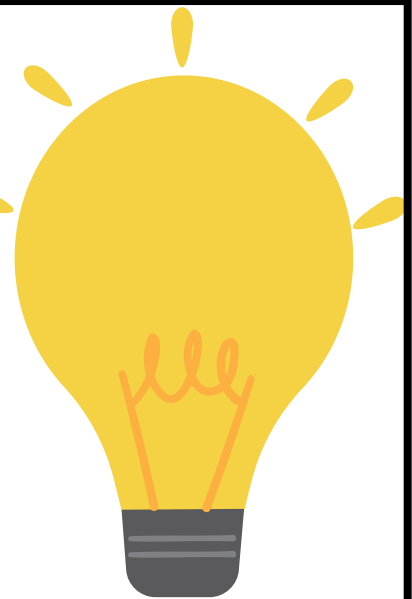
Last month



6 months ago

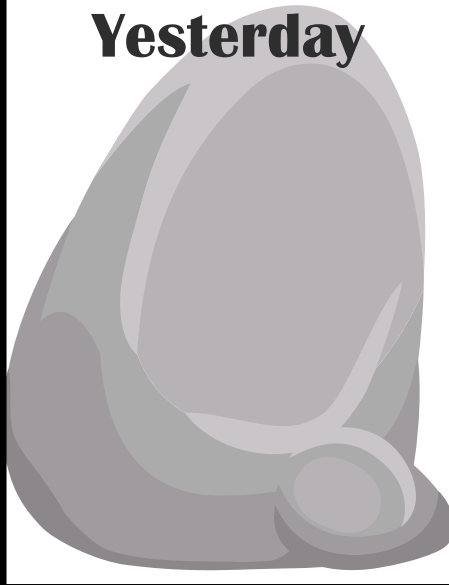


Last year

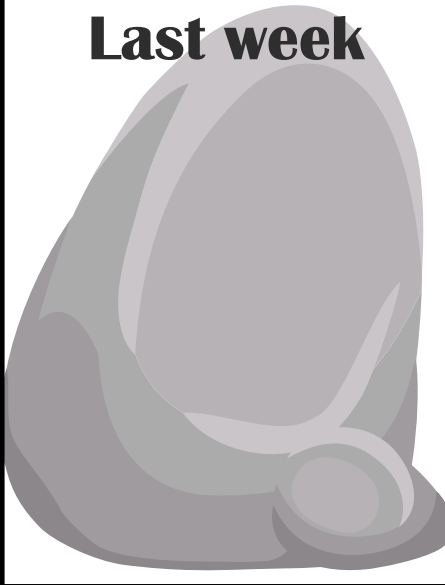


Bright spots vs Pebbles

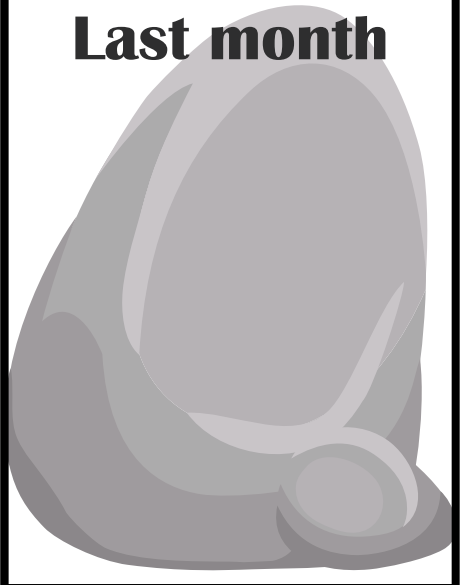
Yesterday



Last week



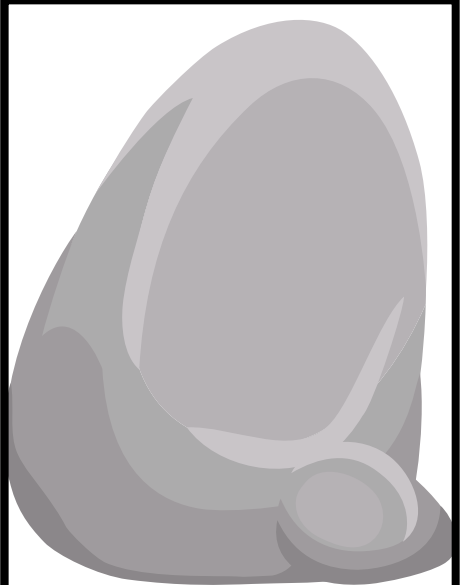
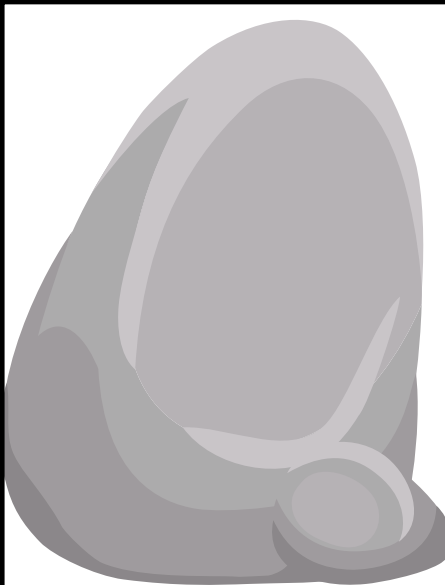
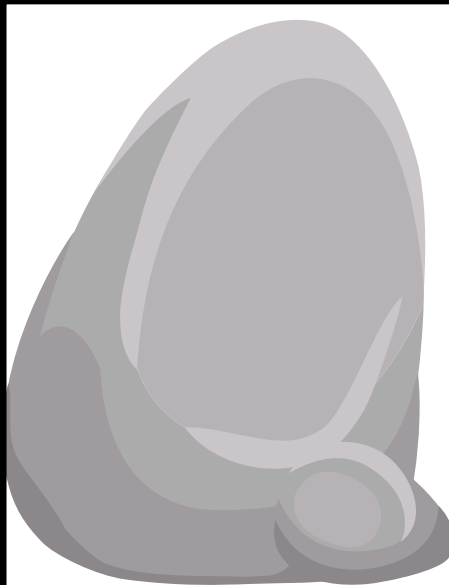
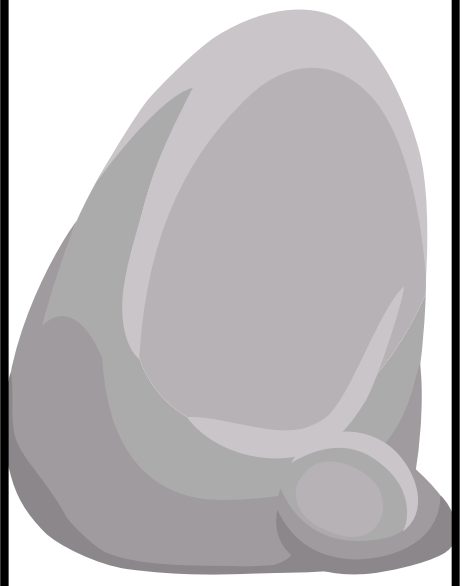
Last month



6 months ago

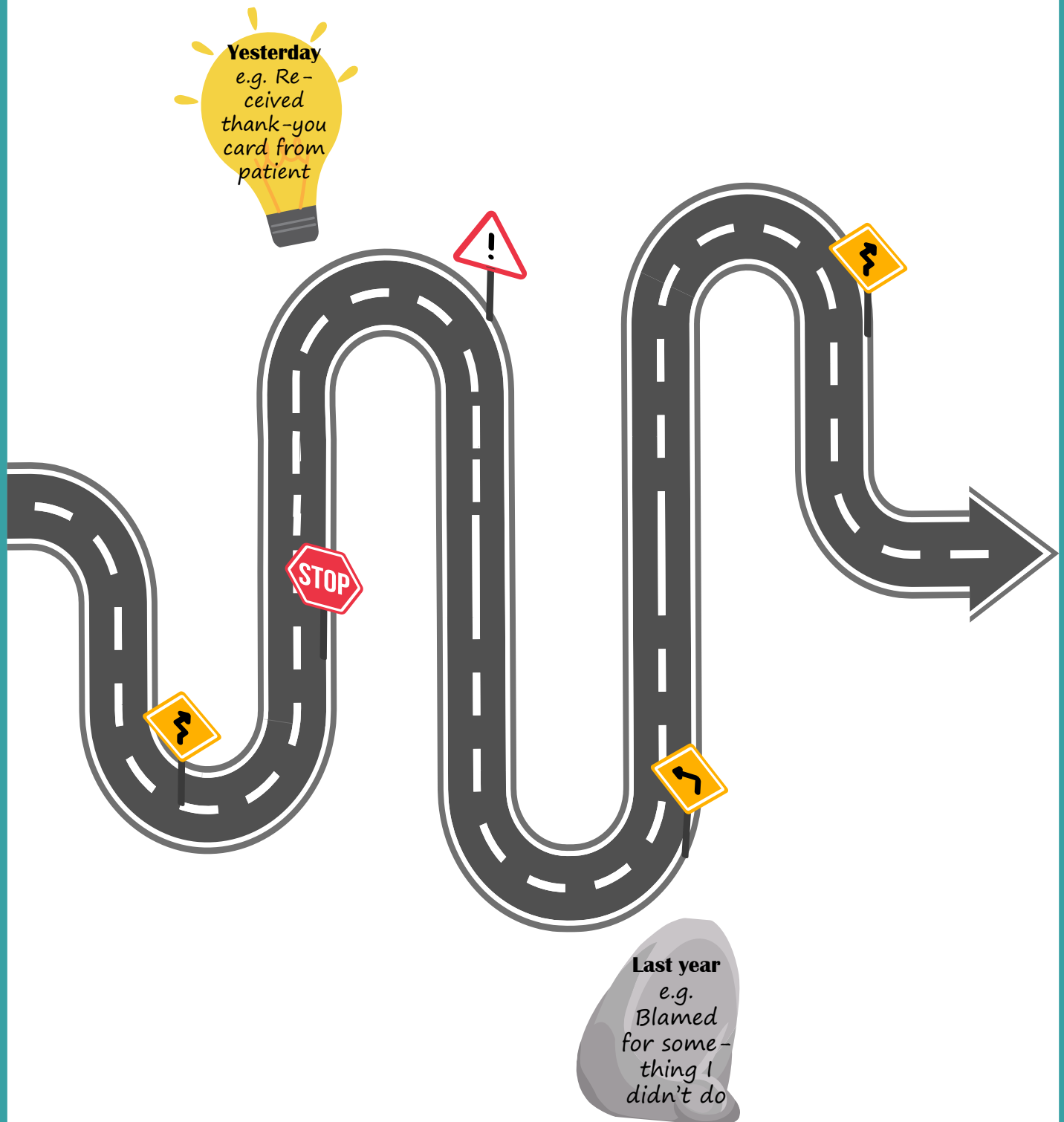


Last year



Journey mapping

Plot the bright spots (high points) and pebbles (low points) in your work journey.



Step



Getting started

😊 Hurray! We hope you identified bright spots you are proud of, and pebbles to work on.

- 😊 The next step is to better define your pebbles, before we start thinking of solutions.
- 😊 For this purpose, we prepared a set of tools based on ten areas identified by the Institute for Healthcare Improvement*:

 PHYSICAL SAFETY	 PSYCHOLOGICAL SAFETY	 MEANING & PURPOSE	 CHOICE & AUTONOMY	 RECOGNITION & REWARDS
 PARTICIPATIVE MANAGEMENT	 CAMARADERIE & TEAMWORK	 DAILY IMPROVEMENT	 WELLNESS & RESILIENCE	 REAL-TIME MEASUREMENT

*Citation: Perlo J, Balik B, Swensen S, Kabcenell A, Landsman J, Feeley D. IHI Framework for Improving Joy in Work. IHI White Paper. Cambridge, Massachusetts: Institute for Healthcare Improvement; 2017

How to do it

- ☺ These tools will narrow down your pebbles from the broad IHI identified areas, to a root cause.
- ☺ The tools can be used together, e.g. using 5 Why's to draw tree diagram.



Do not be restricted by these tools! It is okay if not all tools are used.

If your team finds other ways to identify pebbles in the shoes, allow them to explore other options as well!

Tools to try

SELF-ASSESSMENT

Questionnaire (full descriptors)

Questionnaire (pictogram)

Helps you identify which IHI area the problems fall into. Also works as a monitoring tool to track score changes before and after implementation.



COLLATION

Spider chart

Helps you visualise areas which the team scored well or needs improvement.



PROBLEM IDENTIFICATION

Current situation flowchart

This identifies the specific pebble in the shoe.



ROOT CAUSE ANALYSIS

5 Why's

Fishbone diagram

Tree diagram

Helps to identify root cause of the pebbles.

By dealing with the pebble's root cause, we can reduce the chances of the pebble recurring!



Questionnaires

Questionnaire (full descriptors):

- ☺ This tool will help you to identify which IHI identified area does the problem fall into.
- ☺ This tool also doubles as a monitoring tool, so you can track the score changes before and after the implementation!
- ☺ Your team may wish to choose 6 - 10 factors that are really important to you. Then complete the questions individually!

JOY IN WORK

NHG Self-Assessment Tool

(Please tick the appropriate boxes)

HOW OFTEN DO YOU EXPERIENCE THE FOLLOWING IN YOUR WORK?	NEVER	RARELY	SOMETIMES	ALL THE TIME	N/A
PHYSICAL SAFETY <i>I am free from health hazards & physical harm in my daily work.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PSYCHOLOGICAL SAFETY <i>I am free from emotional harm in my daily work. There is just culture & second victim support in my workplace.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MEANING & PURPOSE <i>Daily work is connected to why I am in healthcare. I am making a difference through my work. I understand how I am contributing to my organisation's goals.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CHOICE & AUTONOMY <i>My workplace supports flexibility & choices that are within limits/boundaries. My workplace encourages shared responsibility.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
RECOGNITION & REWARDS <i>My workplace celebrates daily achievements (both individual & team level). My leaders show timely recognition.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PARTICIPATIVE MANAGEMENT <i>My leaders create space to hear, listen, & involve before taking actions. My leaders communicate clearly & facilitates consensus building for shared decision making.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CAMARADERIE & TEAMWORK <i>I feel a sense of "Kampong spirit" that is developed through trust, respect, & friendship at work. There is an appreciation of generational & cultural diversity.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
DAILY IMPROVEMENT <i>There is continuous improvement & shared learning in my work. I am motivated to make everyday a better workday for myself & my team.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WELLNESS & RESILIENCE <i>My workplace cultivates resilience & promotes work-life harmony. There is availability of physical & mental health support.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REAL-TIME MEASUREMENT <i>There is regular feedback mechanism that encourages mutual, timely & honest discussion for learning & growth.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ANY COMMENTS (e.g. specific areas done well / opportunities for improvements)					

Questionnaire (pictogram):

JOY IN WORK

NHG Self-Assessment Tool

HOW HAPPY ARE YOU AT WORK IN THE FOLLOWING ASPECTS? *Circle the most appropriate face (or N/A if not applicable)*

LEGEND

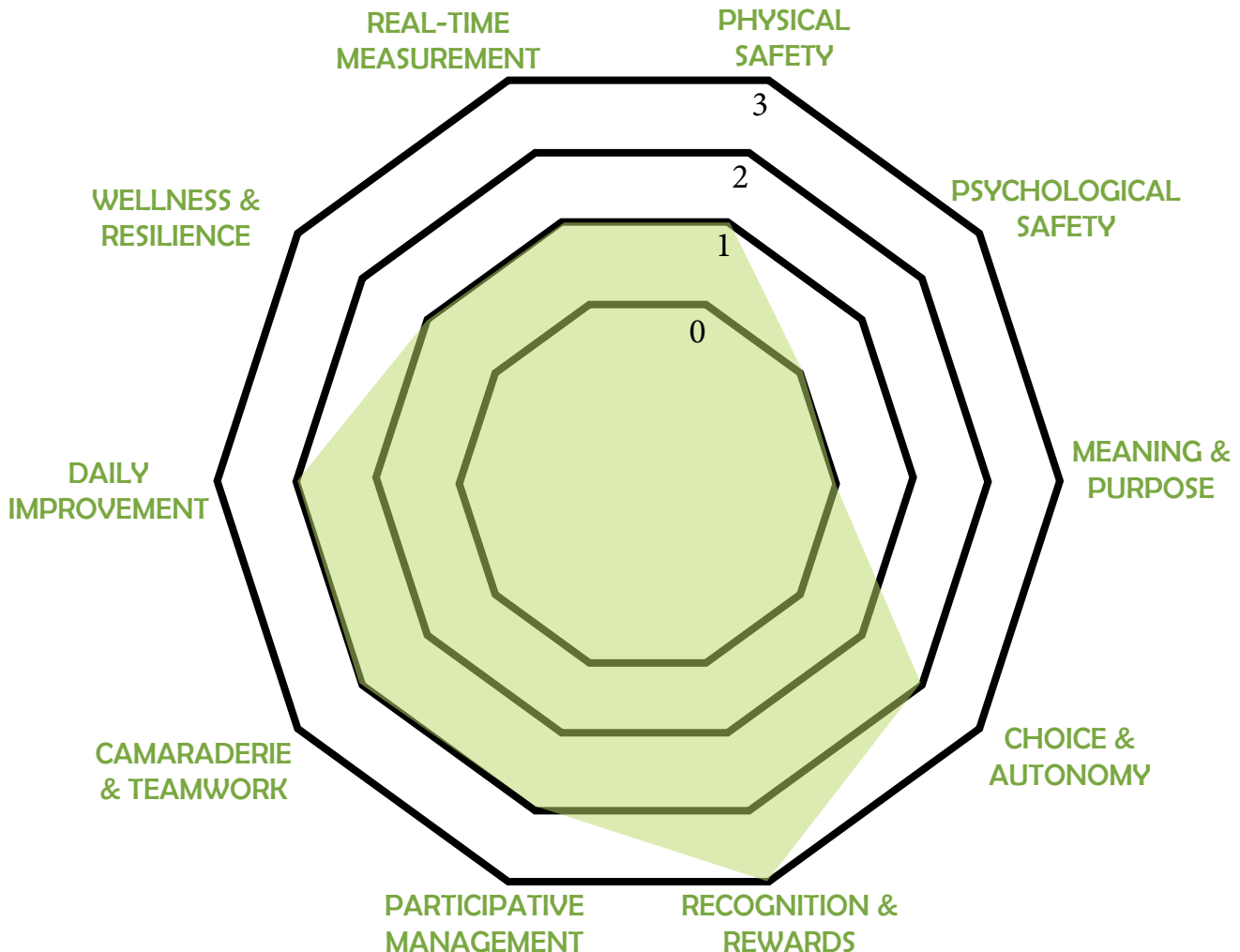
 Never
 Rarely
 Sometimes
 All the time

 PHYSICAL SAFETY 	 PSYCHOLOGICAL SAFETY 	 MEANING & PURPOSE 	 CHOICE & AUTONOMY 	 RECOGNITION & REWARDS
 PARTICIPATIVE MANAGEMENT 	 CAMARADERIE & TEAMWORK 	 DAILY IMPROVEMENT 	 WELLNESS & RESILIENCE 	 REAL-TIME MEASUREMENT
ANY COMMENTS (e.g. specific areas done well / opportunities for improvements)				



Spider chart

😊 This tool will help you to visualise the areas which the team has scored well in, or needs improvement. It may look like this:



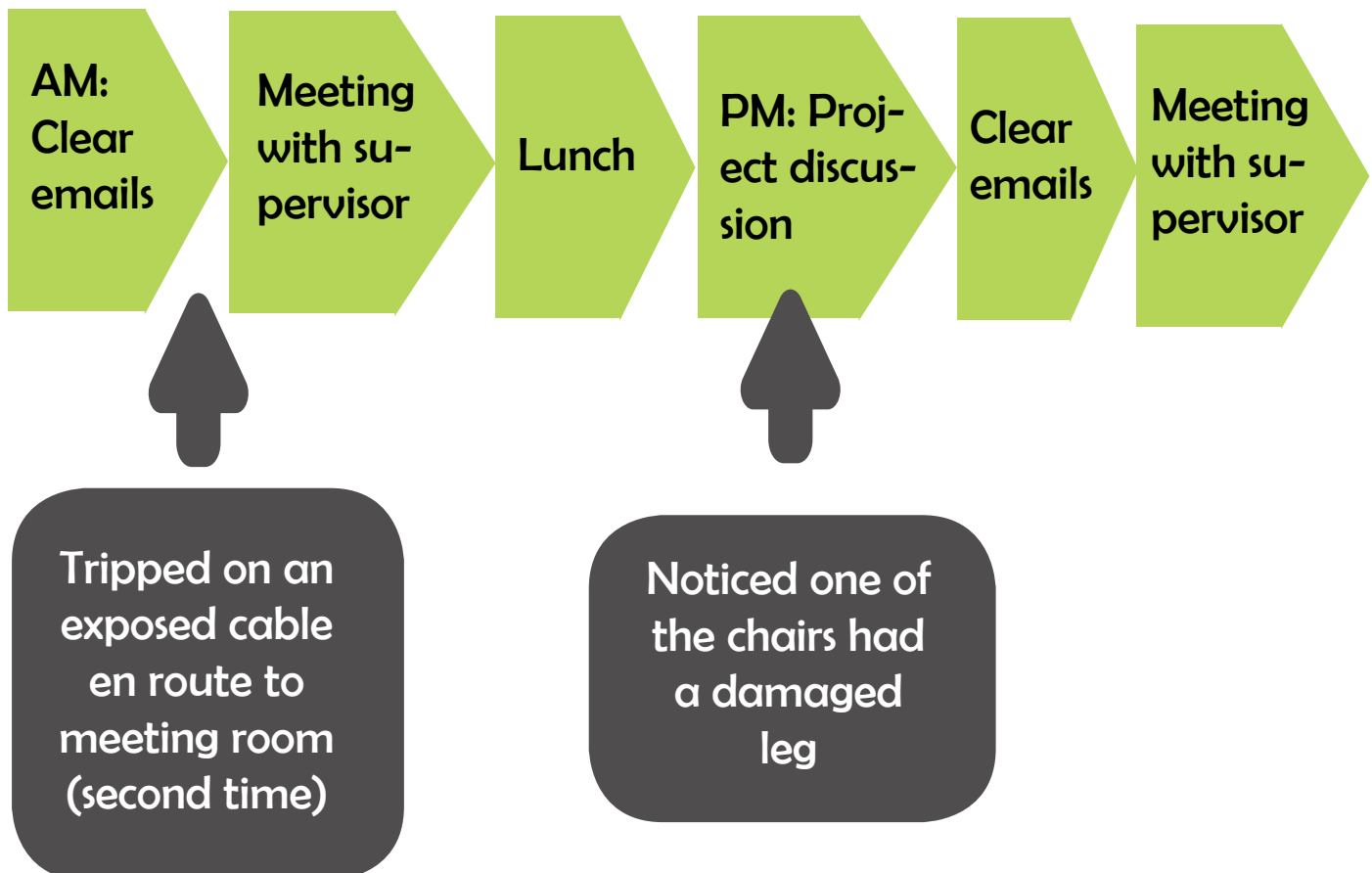
- 😊 Celebrate the aspects your team did well!
- 😊 Identify the area(s) which needs improvement and choose the area(s) you want to work on as a team.
- 😊 Don't forget, you do not have to only work on low scoring areas. Improving on a high-scoring area is also worthwhile!
- 😊 If the team feels there are other better ways to plot the data, do try them too!



Current situation flowchart

- ☺ This tool will help you to identify specific pebbles in the shoe.
- ☺ Plot a daily workflow.
- ☺ The flow chart may have branches and may not be linear.
- ☺ Identify the pebbles in the shoes e.g. flaws, gaps, redundancies and problems in the flow chart.

Here's an example on physical safety:

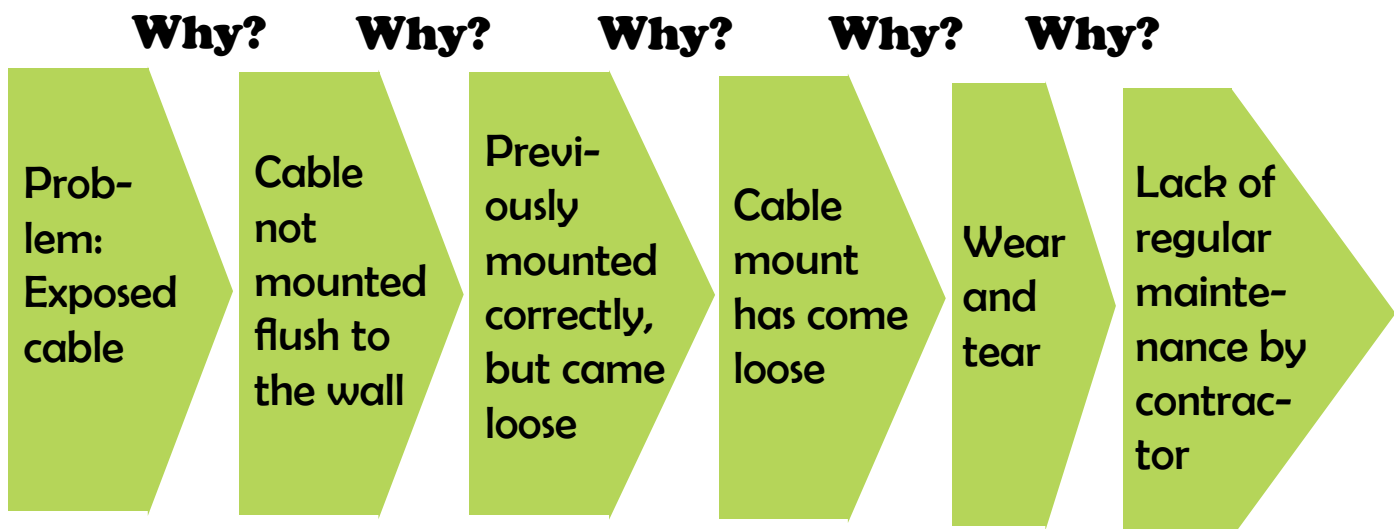


5 Why's



- ☺ This is useful if the cause of the problem is a linear progression.
- ☺ Ask at least 5 why's for the identified problem to identify the root cause, or until an addressable issue is reached.

Here's an example:



Fishbone diagram

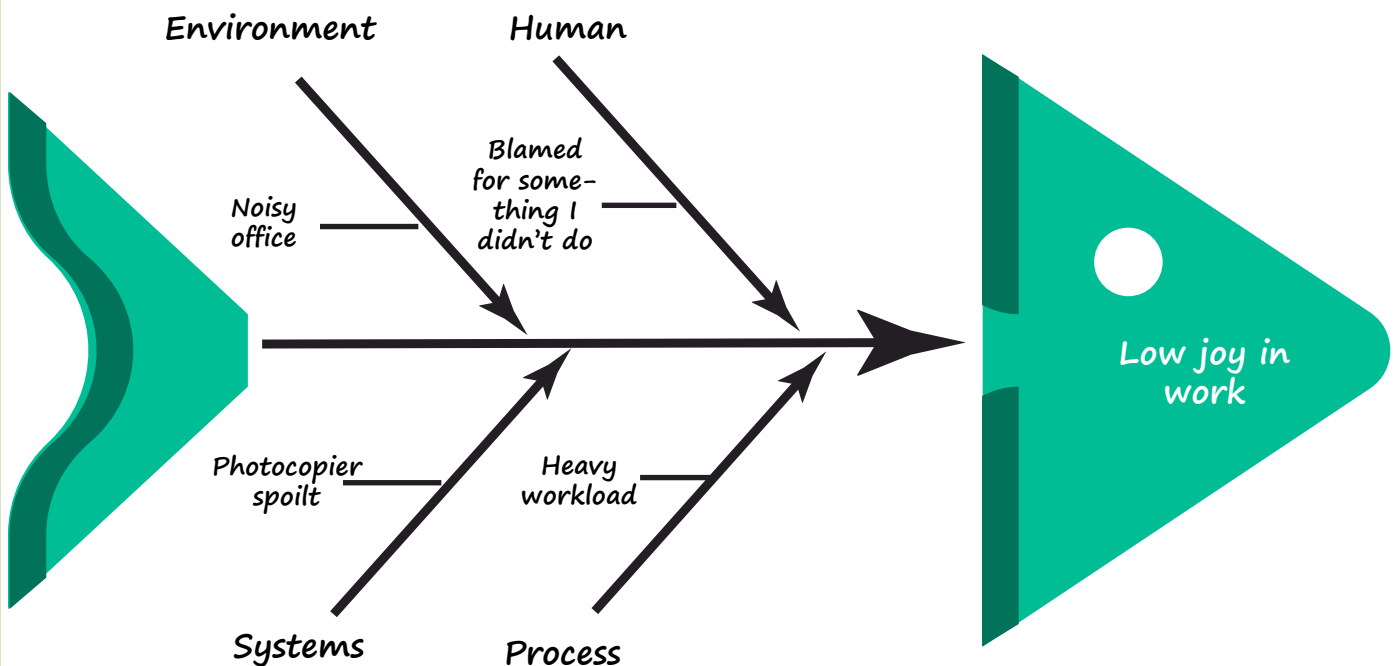


- ☺ This is useful when the cause of the problem has multiple causes that can be grouped as follows:

HUMAN | ENVIRONMENT | SYSTEM | PROCESS

- ☺ State the problem at the fish's head e.g. low joy in work.
- ☺ Use the four categories to help you find out the root causes of the outcome.
- ☺ You may use the 5 Why's to help you think about the root causes.

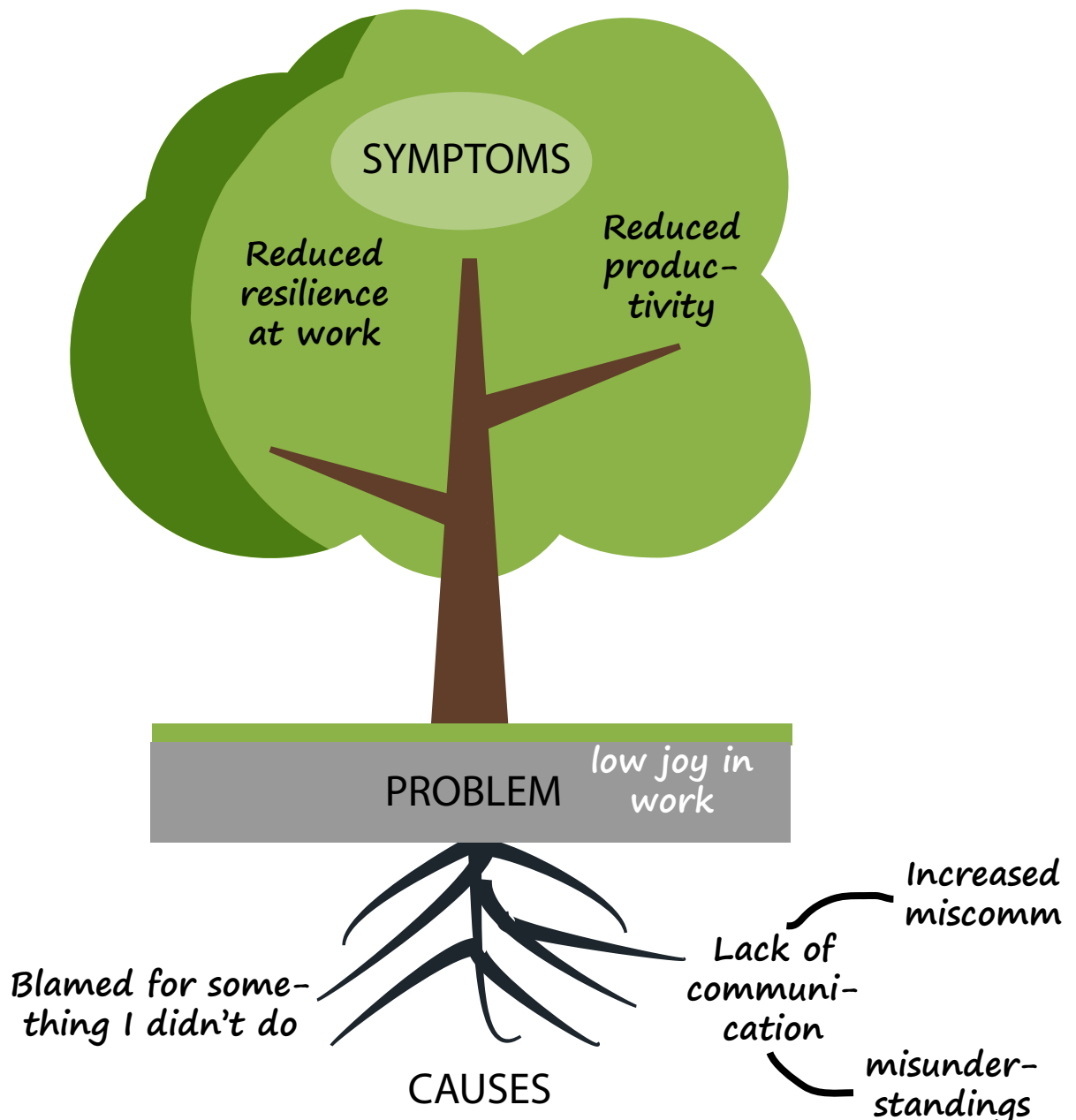
Here's an example:



Tree diagram

- ☺ This is useful if the problem has multiple interlinking causes.
- ☺ State the problem at the top. Identify causes that lead to the problem, and link them to the problem statement. Repeat until an addressable issue is reached.

Here's an example:



Step



Getting started

- 😊 Great job! Your team has identified the root cause of the pebble in the shoe, and now it is time to solve it!

How to do it

- 😊 Brainstorm for solutions and come up with as many as possible. No solution is too absurd!
- 😊 Try the brainstorming tools (see next page) to facilitate the process.
- 😊 Aim for low input, high impact solutions.
- 😊 Listen to all participants on how they feel is the best solution to resolve the problem.
- 😊 You may need to refine the solution along the way or implement more than one solution. Be creative!
- 😊 Or if the planned solution does not work, do not be discouraged. Study the failure and modify the solution if needed.

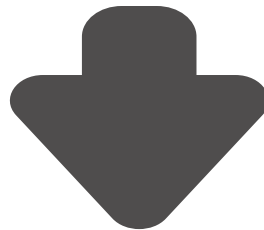
Tools to try

Rent-a-head

Helps you think from a different perspective

Random objects

Helps you incorporate characteristics from random objects / words to find creative solutions



PROBLEM STATEMENT

- ☺ After deciding on a solution, make a problem statement to resolve the pebble in the shoe.
- ☺ It should consist of the following parts: goals, clearing defined solutions (ideally quantifiable), time frame, and context
e.g. to improve work appreciation by organising monthly department appreciation gatherings within 2 months in the Pharmacy department
- ☺ With this goal in mind, implement the change accordingly!

Rent-a-head

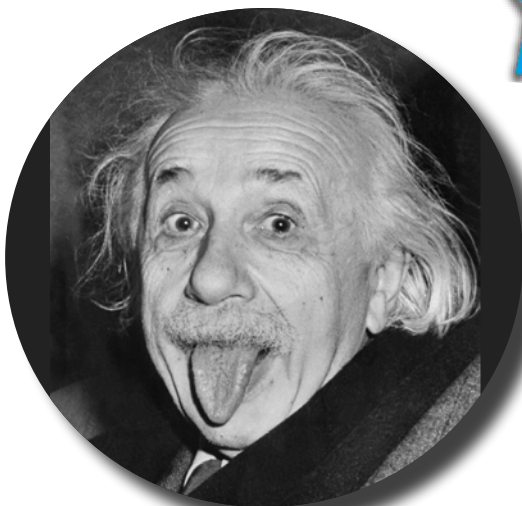
- ☺ This tool is to help you think from a different perspective.
- ☺ Select a photograph.
- ☺ Put yourself in the shoes of the personality and ask yourself, "What solutions would he / she conceive if he / she were in my position?"



Lady Gaga (accomplished musician and entertainer, 2018 Academy Award winner)



Anastasia Liew (Founder and owner of Bengawan Solo, 2008 Public Service medal recipient)



Albert Einstein (Nobel Prize laureate and highly acclaimed physicist)



Barack Obama (First US black president, 2009 Nobel Peace Prize laureate)

Random objects

- ☺ This tool is to help you incorporate characteristics from random objects to find creative solutions.
- ☺ Select a card.
- ☺ Consider ideas, purpose, materials, shape and other aspects associated with the object.
- ☺ Use those ideas to see how you can generate solutions for the problem.

e.g. Umbrella — An umbrella is made to protect the user from the rain. Perhaps a stronger cable mount to protect and shield the exposed wire might work?



Step



Getting started

- 😊 Congratulations! Now that the change has been implemented, let us see if the change was effective.

How to do it

- 😊 We have some tools to help you with this process.
- 😊 **But do not forget to talk to your team regularly on the changes. Listening and communication are still important for achieving joy in work!**



Tools to try

Suggested frequency

Word cloud

Tracks overall level of JIW creatively, allowing staff to express themselves in their own unique way!

weekly

Kanban

Helps team track the implementation progress of identified solutions.

2-weekly

Mood board

Another useful tool to help track overall level of JIW creatively!

Self-assessment tools

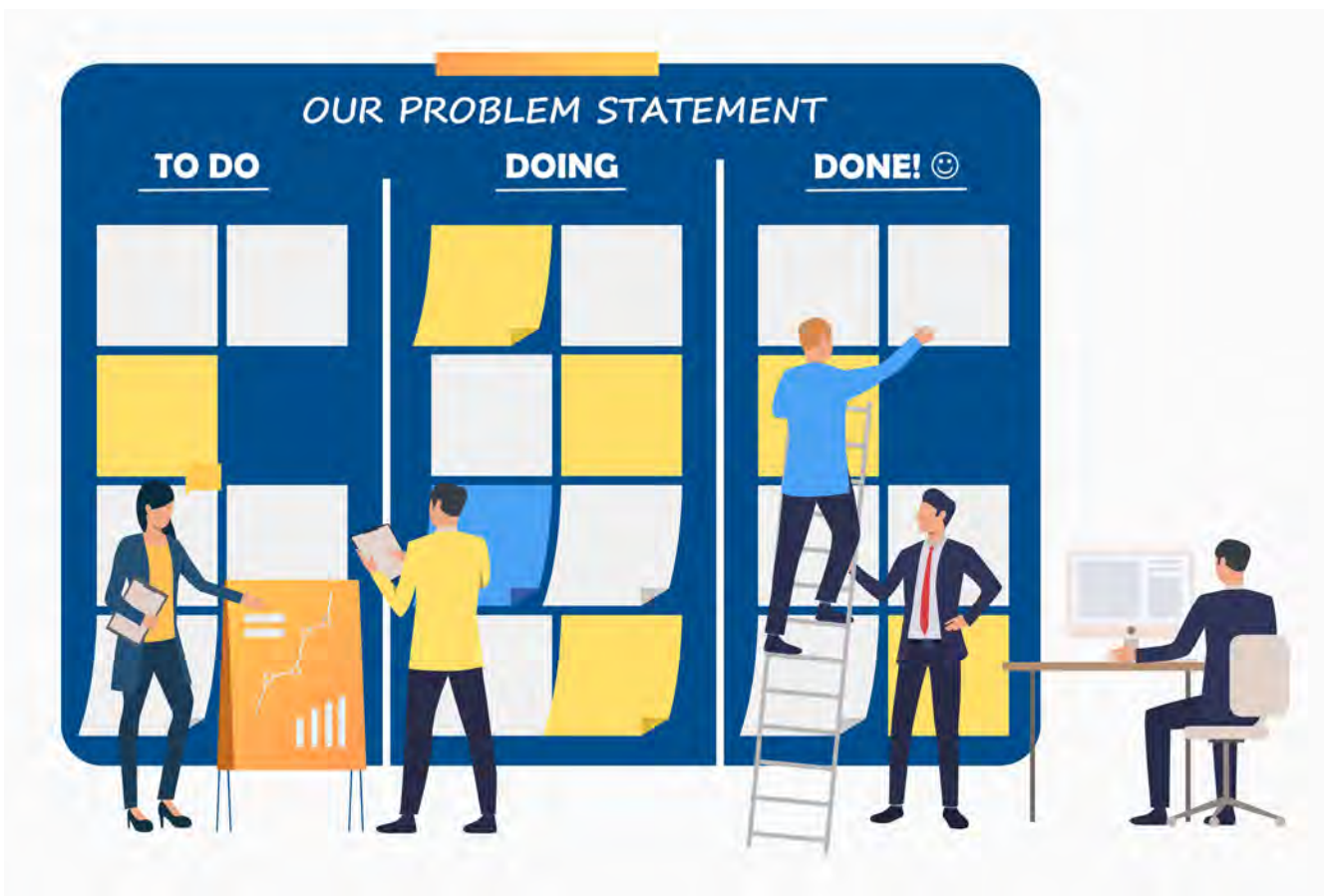
Using the same questionnaires as Step 2 will allow the team to track the score changes before and after the implementation of identified solutions.

monthly



Kanban

- ☺ This tool will help teams to track the implementation progress of identified solutions.
- ☺ This should be placed prominently in the department.
- ☺ The problem statement in step 3 should be clearly displayed.
- ☺ Staff executing the change should post regular (e.g. weekly) updates on their progress.
- ☺ Staff can now clearly see the progress of changes being implemented!





Mood board

- ☺ This is another tool to help teams track JIW creatively, allowing staff to express themselves in their own unique way!
- ☺ Large A3 board to be placed at a prominent area e.g. pantry, department notice board.
- ☺ Staff may post anything that reflects their mood for that week, or to show support for colleagues (emoji, pictures, notes of encouragements, birthday cards and greetings etc.).



SO, WHAT'S NEXT??

You may continue to work on the pebble you have identified, or choose to work on another pebble.

Regardless, Joy in Work is about rediscovering positivity and allowing your own creativity to build relationships at work. We hope you will have a chance to explore ways to make work joyful for you, for me, and for us!



