




Psychologically Healthy Workplaces

Leading from the Inside Out


Ellen Lent, Ph.D.

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What do we know about psychologically healthy leaders?

- Strong job and life satisfaction
- Positive affectivity
- High self-efficacy for leadership
- Pursuing valued goals
- Drive toward valued organizational factors



Job Satisfaction (Lent & Brown, 2006)

- Personality and affective traits
- Goals and goal-directed activity
- Self-efficacy
- Work conditions & outcomes
- Supports, resources, & obstacles



Life Satisfaction (Peterson & Seligman, 2004)

- Hope
- Appreciation of beauty and excellence
- Curiosity
- Gratitude
- Love

Positive Affectivity

- High positive and low negative affectivity can be measured with PANAS (Watson, Clark, & Tellegen, 1988)
- Independently related to mood states
- Self-reported frequencies of feelings such as interested, excited, proud, upset, guilty, hostile



Leadership Self-Efficacy

- Belief in one's competence in the leadership domain
- Arises from observing positive role models, having prior success experiences, encountering few obstacles, and maintaining calm internal reactions to leadership challenges



Leadership Self-Efficacy (cont.)

- In writing or in person—ability to role model PHW conditions
- Ability to communicate
- Ability to link to mission
- Ability to influence and motivate



Pursuing Valued Goals

- Willingness to experiment on home turf
- Willingness to share enthusiasm & learnings
- Ability to link PHW concepts to colleagues' goals



Drive Toward PHW Factors

- Share research & practice results
- Focus on process as well as content
- Engage and enhance organization's norms, values, beliefs
- Use transformational language and symbols



References

- Lent, RW, & Brown, SD (2006). Integrating person and situation perspectives on work satisfaction: A social-cognitive view. *Journal of Vocational Behavior*.
- Peterson, C, & Seligman, MEP (2004). *Character strengths & virtues*. APA Press.