

every
woman

WORKBOOK

Boost your
career satisfaction levels



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ABOUT THIS WORKBOOK

At everywoman, we deliver a range of innovative products and resources that unlock the potential and talent of women in business globally. For those women starting out or looking to progress their careers, the everywomanNetwork provides a wealth of personal development resources, advice and inspiration to address the challenges faced at key stages in business.

We produce workbooks on topics that matter most to our members and we're constantly listening to your views to give you the tools you need to propel you through your career, at a time and place that suits you.



How satisfied are you in your career? It's a simple enough question, but arriving at a coherent answer might not be quite so straightforward. Many dependencies may come into play - your prospects of promotion, how well you're getting on with your line manager, even the length of your commute might impact on how you answer that question. The criteria against which you measure your satisfaction is equally fluid - what makes you happy or unhappy at present might be a different story to how things were this time last year, or what you'll want and need a year from today.

We know that many of our members - 52% in fact - describe themselves as 'dissatisfied with the professional status quo', yearning for the next challenge but unsure what that might be. The content on the everywomanNetwork is designed to put you in charge of your own career, to help you move past challenges, onwards and upwards to wherever it is you want to be. But we also know sometimes it isn't that easy - after all, how do you create a solution, when you're not quite sure what the problem really is?

"I have looked in the mirror every morning and asked myself: 'If today were the last day of my life, would I want to do what I am about to do today?' And whenever the answer has been 'No' for too many days in a row, I know I need to change something."

Apple Co-founder, Steve Jobs

That's what this workbook is designed to help you do - understand what elements are essential in order for you to be satisfied in

your work, as well as what makes you less than happy, so that you can formulate a plan for generating more of the former and less of the latter. When you're unhappy at work, the obvious - but not so easy - solution might be to look for a different role. But between 'I'm totally satisfied' and 'it's time to move on' lies a very long scale indeed. Only by examining where you might sit on that scale can you truly uncover the right next steps for you.

As well as sharing some insights into what career satisfaction looks like around the world, we'll invite you to get personal as we guide you through a series of scientifically-backed tasks for discovering what happiness means to you. Many of the exercises are as applicable to an intern as they are a team leader, so wherever you are right now, it's worth taking the time to dig deep - be open to going on a journey of self-discovery and you might just unlock a surprising secret to a happier, more satisfied you.

We'd love to know how you get on. Share your experience with karenmax@everywoman.com. Good luck!

Maxine & Karen

The everywoman team

SECTION I: DEFINING SATISFACTION AT WORK

What does happiness or satisfaction mean to you? Perhaps you're able to rattle off a long list of values and components that must exist in a role or workplace in order for you to want to stick around. Or maybe the question draws a blank, or, worse, sends you reeling into a tailspin. Before we delve deeper into what the academic world has to say about career satisfaction, we invite you to do a little self-exploration.



Journal therapy

'Journal therapy is the purposeful and intentional use of reflective writing to further mental, physical, emotional and spiritual health and wellness. It offers an effective means of providing focus and clarity to issues, concerns, conflicts, and confusions. In practice, it is the act of writing down thoughts and feelings to sort through problems and come to deeper understandings of oneself or the issues in one's life.'

The Illustrated Encyclopedia of Mind-Body Medicine

EXERCISE

Using the space further on, take around 15-30 minutes to do some reflective writing on the topic of career satisfaction - what it means to you and where you think you might sit on your personal scale. There are no prompts - we suggest you just start writing and see where it takes you. If journaling is new to you, the Center For Journal Therapy uses the WRITE acronym for guidance.²

W - What's going on? How do you feel? What are you thinking about? What do you want?

R - Review or reflect on it. Close your eyes. Take three deep breaths. Focus. You can start with 'I feel...' or 'I want...' or 'I think...'

I - Investigate your thoughts and feelings. Start writing and keep writing. Follow the pen/keyboard.

T - Time yourself. If you have an alarm/timer to hand, set it.

E - Exit smart by re-reading what you've written and reflecting on it in a sentence or two: 'As I read this, I notice—' or 'I'm aware of—' or 'I feel—'. Note any action steps to take.

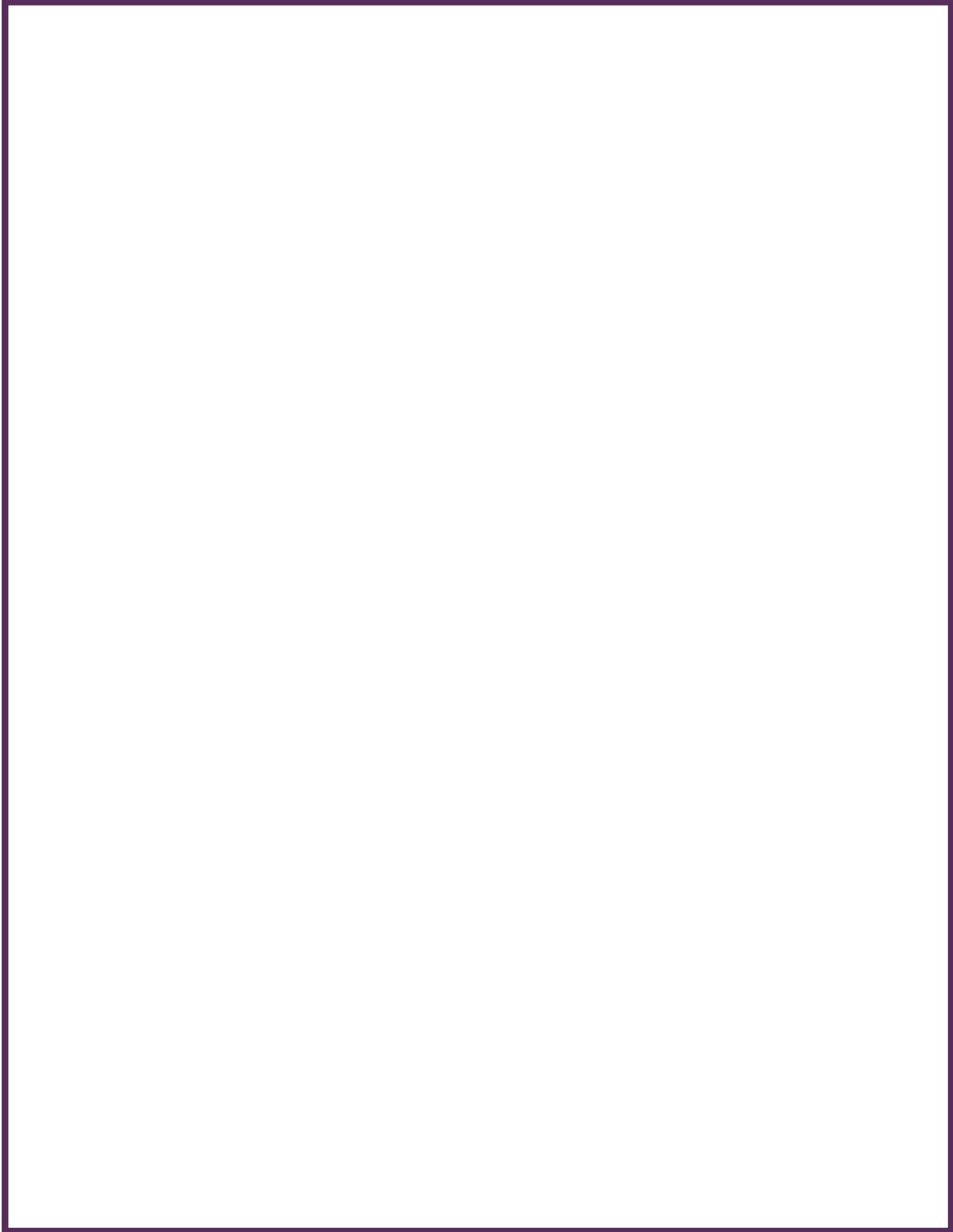
More tips for first-time journalers

- **Start with an entrance meditation.** Nearly every journal technique benefits from a few minutes of focused quiet. Use visualisation, deep breathing, or whatever works for you.
- **Write quickly.** You can outsmart 'journal block' by writing so fast that the Internal Critic and the Internal Censor can't keep up. Keep your pen or fingers moving! Once you've started, don't go back to edit or rewrite. And don't think too much. Let it flow.
- **Give yourself permission to tell the truth.** Also give yourself permission to pace yourself. If the truth seems too bright or harsh, slow it down.

Techniques you could use

- **Inventory.** An assessment of life balance in major areas of your work life (core tasks, relationships, prospects to learn and develop, stressors, culture etc. - define your own list).
- **List of 50.** A list of 50 items, many of which will probably be repetitions (50 things that have happened in my workplace this month that have made me either happy or unhappy). At the end of the list, group the responses into themes and synthesise the information.

- **Alphapoem.** Write the alphabet, A-Z, or any collection of letters, vertically down the side of a page. Use each letter as a prompt for something that relates to how you're feeling about your career, role or workplace in the broadest sense.
- **Unsent Letters.** A metaphoric communication to another (a line manager, colleague or mentor) that is written with the specific intention that it will not be shared.



THE 'SCIENCE' OF SATISFACTION

Countless studies and surveys have attempted to quantify employees' job satisfaction, with numerous government taskforces and research bodies competing to find the happiest country, the most satisfied profession and the salary size guaranteed to bring happiness. The problem of course, is that while many aspects of career satisfaction are universal, many are personal and subjective. To continue your thinking around what happiness means to you, we've put together the following knowledge quiz. Knowing what one country's workforce deems essential for career happiness might just open your eyes to understanding your own scale of happiness and where you currently sit on it. Use the space on the right to record your answer and to make notes as you go.

QUIZ

1. In 2014, a UK Cabinet Office study attempted to assess the relationship between salaries and levels of life satisfaction. Which of the following do you think came out top on the happy scale?

- A quantity surveyor earning £39,000
- A farmer earning £24,500

2. According to research from the Institute of Leadership & Management, what percentage of employees feel more motivated after receiving a bonus?

Your guess: _____%

Record your thoughts
or reactions here...

3. What single factor has been shown to be 20 times better at predicting happiness than income?

Your guess: _____

4. What would you guess to be the strongest predictor of meaningfulness at work, as found in a survey on 11,000 US workers?

Your guess: _____

5. Which of the following positive actions make up the 'five ways to well-being' as developed by the new economics foundation (nef) as part of the UK Government's Foresight project on well-being in 2008?

- Connect, Be active, Take notice, Keep Learning, Give
- Be active, Increase wealth, Take notice, Be autonomous, Connect
- Be mindful, Keep Learning, Take notice, Be active, Connect

6. 'We know that it's significantly more important than money and somewhat more important than health,' says Harvard psychologist Daniel Gilbert discussing happiness. What was he talking about?

- Getting on well with your boss
- Spending time with people you like
- Being publicly recognised for your contributions

7. Extrinsic satisfaction comes from external sources like money, bonuses and public recognition. Which of the following is an example of an intrinsic factor?

- Up-to-the minute desktop technology to make work more efficient
- Increased holiday allowance for longer-serving employees
- Reading books to deepen your understanding in a branch of your specialty

8. 'Job crafting' is a term academics have coined to describe the notion of an employee tweaking their own role in order to maximise their workplace satisfaction. Which of the following categories of worker has been found to be the most successful job crafter?

- Senior leaders
- Middle managers
- Juniors/entry level workers

Answers

1. **A farmer.** The survey found only a moderate link between salaries and happiness. For example, despite earning a higher salary of £39,000, quantity surveyors were the 41st unhappiest occupation out of 274 categories. Farmers were found to be the 8th happiest profession.³ In further research by economist Robert Easterlin, it was found that high incomes have little correlation with happiness. His researchers looked at incomes and happiness levels from 37 countries over 22 years and found that countries such as China, South Korea and Chile, where per capita income doubled in less than two decades, showed slight declines in happiness. Easterlin said: 'We may need to focus policy on urgent personal concerns such as health and family life, rather than on the mere escalation of material goods.'⁴

2. **Only 13% of employees said that bonuses motivated them to work harder.** Salary was the second most important motivator after 'enjoyment of the job'.⁵

3. **Autonomy.** Human beings really don't like being told what to do! Having the freedom to make decisions and control aspects of their own job was determined much more important than pay by civil servants of all ranks.⁶

4. **The belief that the job had a positive impact on others.** 'By making someone else happy you secure your own happiness,' concluded the report.⁷

5. **Connect, Be active, Take notice, Keep Learning, Give.**

According to the new economics foundation, the five positive actions that can improve well-being in your life are:

- i. **Connect** ('Do you invest time and energy in your relationships?').
- ii. **Be active** ('The fastest way out of a bad mood: step outside, go for a walk).
- iii. **Take notice** ('How aware are you of things going on around the world, the seasons changing, people around you?').

- iv. **Keep learning** ('Older people who keep learning and are curious have much better health outcomes than those who start to close down').
- v. **Give** ('Our generosity, our altruism, our compassion, are all hardwired to the reward mechanism in our brain. We feel good if we give.').⁸

6. Spending time with people you like. 'That's what the data shows,' says Gilbert in his book *Stumbling On Happiness*. 'The interesting thing is that people will sacrifice social relationships to get other things that won't make them as happy – money. That's what I mean when I say people should do 'wise shopping' for happiness,' he explains.⁹

7. Reading books to deepen your understanding in a branch of your specialty. Intrinsic job satisfaction factors are termed as those motivating factors centred on achievement, recognition, responsibility, advancement, growth and the work itself. Whereas extrinsic satisfaction is centred around more tangible factors such as supervision, working conditions, job security, pay, policies and procedures.

8. Juniors/entry-level workers. 'Workers may not have the power to change their organisations, but they can change the way they frame their own duties,' says Jane Dutton, Professor of business administration and psychology at the Ross School of Business at the University of Michigan. Surprisingly, she found that lower status workers such as in entry-level positions may actually be in a better position to craft their jobs than those in higher ranks. 'People with less power and autonomy in their organisations actually saw more opportunities to influence and build trust with other people. For instance, one customer-service representative ... asserted herself with her supervisor and asked to join a website committee – a role that added tasks to her formal job description but allowed her to do something she was passionate about. By contrast, high-status employees were reluctant to impose on others, and were therefore less likely to involve other people in crafting their jobs.'¹⁰

PUTTING IT ALL INTO CONTEXT

EXERCISE

1. How does your salary or package relate to how you're currently feeling about your role?
2. To what extent do you have autonomy in your current role?
3. Can you name one core intrinsic value you hold dear in your working life? To what extent is it present in your current working life? (Intrinsic values are motivating factors centred on things such as achievement, recognition, advancement and growth).

4. What are the three key relationships you hold in your current role and to what extent do they satisfy or dissatisfy you?

5. To what extent do you currently feel that you have the power to be a successful 'job crafter'?

6. Take a moment to record here any key learnings from this section - anything that jumps out at you regarding what makes you happy or otherwise about your current situation.

SECTION II: YOUR OWN UNIQUE HAPPINESS FORMULA

You've already started thinking around how you define happiness for yourself and how that relates to your current situation. Now you're going to run through a series of exercises designed to narrow this down so that you can more tangibly plan for creating more career satisfaction.

Quiz: Understanding your workplace values

The following diagnostic tool, adapted from the classic test devised by *Managing Your Own Career* author David Francis, will help you pin down more clearly what's important to you right now.¹¹

EXERCISE

Read the nine sets of statements overleaf. Make a note of the three boxes that most resonate with you, i.e. your strongest drivers. If you find it difficult to narrow it down to three, look at one set of statements versus another and ask yourself to choose which statement would win out in a real workplace situation. Finally, make a note of any boxes that do not resonate with you at all - those drivers that are unlikely to have a satisfying effect on you.

<p style="text-align: center;">A</p> <p>It's important to me that I can afford to buy everything I want.</p> <p>Wealth is a great indicator of success.</p> <p>A salary increase is the most meaningful way to be rewarded by an employer.</p>	<p style="text-align: center;">B</p> <p>It's important to me that I am seen as leadership material.</p> <p>I enjoy directing others in their work.</p> <p>I want to make decisions that will significantly change how things are done.</p>	<p style="text-align: center;">C</p> <p>It's important to me that the work I do adds real value.</p> <p>Success lies in making a positive impact.</p> <p>I believe that doing what is right is more important than getting ahead.</p>
<p style="text-align: center;">D</p> <p>I enjoy the feeling that others see me as having specialist knowledge.</p> <p>Success is being perceived as an expert.</p> <p>I strive to be the 'go-to' person in my organisation on a particular topic.</p>	<p style="text-align: center;">E</p> <p>I enjoy putting my name to something truly innovative.</p> <p>I'm happiest when I've freedom to be creative.</p> <p>I thrive on doing something in a way that's never been done before.</p>	<p style="text-align: center;">F</p> <p>Success is measured by the strength of my relationships.</p> <p>I enjoy building rapport with colleagues.</p> <p>I can get through most problems at work if I have the support of my close allies.</p>
<p style="text-align: center;">G</p> <p>I like to set my own agenda and decide how I'll spend my time.</p> <p>I dislike being managed very closely.</p> <p>I'd rather be a big fish in a small pond than a cog in the corporate machine.</p>	<p style="text-align: center;">H</p> <p>A job with long-term prospects really appeals to me.</p> <p>I take the safe option if it guarantees longevity.</p> <p>I feel uncomfortable if I'm unsure where I'll be financially in the distant future.</p>	<p style="text-align: center;">I</p> <p>I want others to see me as a key person within my organisation.</p> <p>Success is having people look up to me.</p> <p>I'd enjoy volunteering on a prestigious project considered critical to my company's success.</p>

WHAT YOUR RESULTS MEAN

A. MATERIAL REWARDS

Seeking wealth, material possessions and a high standard of living. A continued upward salary trajectory is a strong motivating factor for you, while limited financial growth opportunities are likely to have you searching the job ads.

B. POWER/INFLUENCE

Seeking to be in control of people and resources. Being able to make decisions and guide how others work is a strong motivator; having limited control can be a source of frustration that leads you to look elsewhere.

C. SEARCH FOR MEANING

Seeking to do things that are believed to be valuable for their own sake. You get a kick out of helping or 'making better', but are likely to be frustrated if 'doing the right thing' isn't valued by colleagues or your organisation at large.

D. EXPERTISE

Seeking a high level of accomplishment in a specialised field. High motivation results from being appreciated for your hard-earned knowledge and the freedom to develop and exercise this; low motivation may arise from working in an organisation where your particular expertise is not required, valued or acknowledged.

E. CREATIVITY

Seeking to innovate and be identified with original output. You'll be at your most motivated when challenged and inspired to do things differently, and at your least motivated within an organisation or team which maintains the status quo.

F. AFFILIATION

Seeking nourishing relationships with others at work. Making strong, lasting and meaningful connections with those around you is a source of great accomplishment, while little or superficial interaction will impact your ability to self-motivate and enjoy your daily work-life.

G. AUTONOMY

Seeking to be independent and able to make key decisions for yourself. This needn't mean you don't want or need support, but you'll be at your happiest when trusted to

be left to your own devices, and at your unhappiest when closely managed or given fixed guidelines for how you should deliver your work.

H. SECURITY

Seeking a solid and predictable future. Your biggest source of workplace comfort lies in knowing that there's a clear path for you that extends well into the future. Changing job descriptions or uncertain times are a source of discomfort.

I. STATUS

Seeking to be recognised, admired and respected by the community at large. You are uplifted when your work is recognised by the wider department, organisation, industry or even publicly, and frustrated when your contributions are not recognised at an individual level.

EXERCISE

Note your three strongest drivers below. Rate to what extent your current role or workplace is delivering against your drivers, and any ideas you have for how you can move yourself further up the scale towards 10/10 satisfaction.

Driver 1:

Driver 2:

Driver 3:

THE 'FIVE WAYS TO WELL-BEING'

Earlier in the workbook we mentioned the new economics foundation's (nef) 'five ways to well-being', identified as part of a UK Government Foresight project exploring mental capital and wellbeing.¹²

You can watch nef's founder Nic Marks employees giving a TED Talk on the subject by following the link below

http://www.ted.com/talks/nic_marks_the_happy_planet_index

EXERCISE

For each of the five ways to well-being, can you define a recent, positive example of how this has played out in your experience? Note what happened, how it came about, your role in the circumstances and how it made you feel.

CONNECT

Investing time and energy in those around you, building positive connections.

BE ACTIVE

How do you incorporate movement and activity into your working life?

TAKE NOTICE

Being aware of what's going on around you and for others in your environment.

KEEP LEARNING

How do you take responsibility for your own growth and development?
What opportunities have you seized?

GIVE

How do you give of yourself - your time, energy, knowledge and expertise - to benefit your workplace and colleagues?

EXERCISE

Nobody can define what career satisfaction is for you, but sometimes a well-crafted statement from another can resonate strongly, awakening something in you or creating a powerful sense of what's right or wrong in your world. Look at the quotes on the following page and note down any reactions you have to any of the statements in relation to your job happiness.

“While you’re going through this process of trying to find the satisfaction in your work, pretend you feel satisfied. Tell yourself you had a good day. Walk through the corridors with a smile rather than a scowl. Your positive energy will radiate. If you act like you’re having fun, you’ll find you are having fun.”

Jean Chatzky, Financial Editor, NBC’s Today Show

“The secret of joy in work is contained in one word - excellence. To know how to do something well is to enjoy it.”

Pearl S. Buck, Author

“The people who make it to the top - whether they’re musicians, or great chefs, or corporate honchos - are addicted to their calling ... [they] are the ones who’d be doing whatever it is they love, even if they weren’t being paid.”

Quincy Jones, Music Producer

“If it falls your lot to be a street sweeper, go out and sweep streets like Michelangelo painted pictures. Sweep streets like Handel and Beethoven composed music. Sweep streets like Shakespeare wrote poetry. Sweep streets so well that all the hosts of heaven and earth will have to pause and say, here lived a great street sweeper who swept his job well.”

Martin Luther King Junior, Leader of the Civil Rights Movement

SECTION III: A MORE SATISFIED YOU

Earlier in this workbook you examined to what extent you feel that you have the power to ‘craft’ your role into a place of deeper career satisfaction. Whatever your answer, through completing exercises in previous chapters, you’ve already started to scope out ways you can become an efficient job crafter in a way that works for both you and your business or organisation.

Job crafting

In 2001, a team of academics set out to understand how people in low paid ‘devalued’ work coped in their roles. They interviewed members of a team of hospital janitors and found that they fell into two camps: those who found their jobs demeaning and devaluing, and those who were motivated and happy in their work. They began to study what set those individuals apart.¹³



‘[We] discovered a subset of hospital’s cleaners who didn’t see themselves as part of the janitorial staff at all. These individuals saw themselves as part of the professional staff and as an integral part of the healing team. They got to know patients and families, and offered support in small but important ways: A box of Kleenex here or a glass of water there. A word of encouragement. One housekeeper reported rearranging pictures on the walls of comatose patients, with the hope that the change of scenery might have some positive effect. That perspective changed everything.’¹⁴

The professors coined the term ‘job crafting’ to explain what was happening.

‘Job crafting means essentially this: That people often take existing job expectations – or job descriptions – and expand them to suit their desire to make a difference. In other words, job crafters are those who do what’s expected (because it’s required) and then find a way to add something new to their work – something that benefits their team, their company, or their customer.’¹⁵

Job crafting can be further broken down into the following areas:

Task crafting: retooling the activities included in your job.

Relational crafting: revamping your interactions with others.

Cognitive crafting: reframing how you view your tasks and relationships.

‘We find that people get the best results when they use all three forms together. For example, a corporate attorney with a passion for teaching could start an intern program (task crafting), get her colleagues involved in the program (relational crafting), and mentally frame the program as an opportunity to fulfil and spread her passion for teaching (cognitive crafting). Obviously, you can’t change everything, but we’ve found that even a few small changes can make a big difference.¹⁶

STEP TWO: Rearrange your 'before' picture until it resembles a realistic picture of how your job could look in order to bring more happiness. Think about which tasks you can realistically relinquish and which you can spend more time on. Also consider any tasks that are absent from your previous picture, and any you'd like to include. It may help to look at previous exercises - particularly those which highlight your values and intrinsic motivators - in order to ensure you're building on these learnings.

Low time / Low effort tasks	Medium time / Medium effort tasks	High time / High effort tasks

STEP THREE: For each of the ‘switches’ you’re making between your before and after pictures, highlight any next steps you can take in order to start moving your picture in the direction you’d like. Think about cognitive and relational crafting you can undertake, as well as task crafting.

Key changes	Why it’s important (i.e. values it relates to)	Actions
<p><i>e.g. Spend less time compiling monthly data reports.</i></p>	<p><i>e.g. Free up more time for creative pursuits and to be able to take on stretch assignments.</i></p>	<ol style="list-style-type: none"> <i>1. Investigate tools I can use to automate more of the process.</i> <i>2. Train up employees to whom I can then delegate data compiling.</i> <i>3. Speak to boss about opportunities for a stretch assignment, outlining steps I have taken to ensure I have the time.</i>

Key changes	Why it's important (i.e. values it relates to)	Actions

PROBLEM SOLVING

As you've worked through the exercises in this workbook, you may have identified de-motivators in your current situation that seem like insurmountable problems.

You may, for example, have identified that you need more autonomy in your role, but that your micro-managing boss is unlikely to change his or her controlling ways any time soon. Or that a salary increase isn't so much an extrinsic factor for you, but a way for your organisation to show that you are a valued employee.

If there doesn't seem to be an obvious solution for 'crafting' your way into a more satisfying situation, ask yourself the three questions that entrepreneur and author Jim Rohn says can help you find a way out of the even the trickiest situations:

1. What could I do?
2. What could I read?
3. Who could I ask?

EXERCISE

In the space overleaf, highlight any sticking points that you don't currently have a logical action point against. Then run through the three questions and see if they highlight some small first steps towards a solution.

Remaining issue	What could I do?	What could I read?	Who could I ask?
<p>e.g. Request for salary increase turned down because department didn't meet its quarterly targets.</p>	<p>e.g. Find out about next quarter targets to understand how I can play a role in success next time around.</p>	<p>e.g. everywoman Network workbook: Negotiating your salary.</p>	<p>e.g. Speak to boss to find out when the next opportunity is for a new salary increase application; use mentor session to role-play next application.</p>

Remaining issue	What could I do?	What could I read?	Who could I ask?

JOURNAL THERAPY

EXERCISE

You began this workbook with some reflective writing around your career satisfaction. Read over it now and in the space below, note any reactions to anything you wrote. Use these prompts to help you focus your thoughts:

- Have you learned anything that changes your earlier entry?
- Have any thoughts or problems been clarified or taken on a different shape?
- How do you feel about your satisfaction levels and your ability to shape these yourself?

YOUR PERSONAL ACTION PLAN

1. I have identified the following key areas for improved career satisfaction...

2. I intend to take the following steps to address these issues...

What I'll do...

By when...

1.

2.

3.

4.

5.

3. For each of the five ways to well-being, indicate one positive action you can take to improve your current satisfaction levels.

Connect

Be active

Take notice

Keep learning

Give

EVERYWOMAN EXPERTS

everywoman creates workbooks on topics that matter most to our Network members. We draw on member surveys and the latest thinking from the academic and business worlds, as well our own experiences as we navigate our careers. Each workbook offers practical advice, enabling tangible actions for your daily work lives ahead of those important performance reviews.



Maxine Benson MBE & Karen Gill MBE

Co-founders of everywoman, Karen and Max have spoken to thousands of women about the challenges they face at work. Through their own experiences of starting a business, they uncovered a real need for a network where female entrepreneurs and businesswomen could interact and share experiences. The everywomanNetwork, launched in 2013, serves as a truly global tool to enable members the world over to propel their careers and businesses through online membership.

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Any topics you'd like to see covered on the everywomanNetwork?

We'd love to hear from you: victoria@everywoman.com

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FURTHER READING

On the everywomanNetwork

Career planning: *In this workbook you will find knowledge and learning about career planning, along with tools and exercises to put the learning into practice, motivational quotes and information on further resources.*

Visualisation for career success: a beginner's guide: *Even those of you who don't consider yourselves artistic or especially visual, have the capacity to become powerful visualisers, and all the more successful for it.*

Approaching job interviews with confidence and **Being promoted from within a team:** *Sometimes dissatisfaction in a role cannot be resolved, or you might have realised it's simply time to move on or up. Whatever your chosen solution, these workbooks will help.*

60 minutes to Wellbeing: *The five-ways to wellbeing, are explored in more depth in this workbook where you will be invited to take a holistic view of your mental, emotional and physical health and what changes you may need to make to feel happier and more fulfilled.*

External resources

[The Happiness at Work Survey](#)

Based on the 'five ways to well-being' identified by the work of the new economics foundation, the Happiness at Work Survey is an online tool that offers a free personal report that thoroughly assesses your experience of work and provides results that are insightful and fun to explore.

[Happy At Work Manifesto](#) by Alexander Kjerulf (ChangeThis: 2007): *A useful, bite-size read for anyone interested in happiness at work with some memorable mantras and tips for carving out your happiness.*

[Reaching your potential](#) by Robert Steven Kaplan (HBR: 2008): *A seminal Harvard Business Review article which guides you through examining whether you are using your potential for best effect.*

ENDNOTES

1. everywomanNetwork webinar: [Uncover your working identity](#) with Pippa Isbell (September 2015)
2. [journaltherapy.com/lets-journal/a-short-course-in-journal-writing/](#)
3. [bbc.co.uk/news/magazine-26671221](#)
4. [pnas.org/content/107/52/22463.full.pdf](#)
5. [i-l-m.com/About-ILM/Research-programme/Research-reports/beyond-the-bonus](#)
6. [kent.ac.uk/careers/Choosing/career-satisfaction.htm](#)
7. [psycnet.apa.org/journals/apl/92/5/1332/](#)
8. [www.fivewaystowellbeing.org](#)
9. [payscale.com/career-news/2008/07/what-is-an-intr](#)
10. [apa.org/monitor/2013/12/job-satisfaction.aspx](#)
11. A version of this diagnostic is available in article form on the everywomanNetwork: [everywoman.com/personal-development/leadership/quiz-find-out-what-really-motivates-you](#). You might also want to take the quiz: [Define your career values](#).
12. Foresight Mental Capital and Wellbeing Project (2008) <https://www.gov.uk/government/publications/five-ways-to-mental-wellbeing>
13. [positiveorgs.bus.umich.edu/wp-content/uploads/What-is-Job-Crafting-and-Why-Does-it-Matter1.pdf](#)
14. [forbes.com/sites/groupthink/2013/06/20/job-crafting-the-great-opportunity-in-the-job-you-already-have/#18a3f077c755](#)
15. **ibid.**
16. [gsb.stanford.edu/insights/should-employees-design-their-own-jobs](#)

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