



THE
LEADERS
LAB 2021

WORKPLACE
REPORT

THE STATE OF LEADERSHIP IN AUSTRALIAN WORKPLACES

THELeadersLAB

A MICHELLEMCQUAID PROGRAM

AHRI⁷
Australian HR Institute[®]

CONTENTS

Introduction	3
About This Study	4
1. Current State: Leadership In Australian Workplaces.....	5
2. Navigating Uncertainty: The Need For A THRIVE Mindset	10
3. Improving Outcomes – Creating Cultures of CARE	14
4. Helping Leaders: AMPlifying Leaders’ Capacities.....	18
How Can You Help Leaders Thrive?	22
Want More?.....	23
About The Leaders Lab Researchers.....	24
About Additional Researchers.....	25

FROM THE AUSTRALIAN HR INSTITUTE

As our workplaces adapt to a rapidly changing environment and new ways of working, employees are navigating significant levels of change. The ability of their leaders to provide effective leadership and support will impact significantly on employees' ongoing wellbeing and performance. I am therefore delighted that AHRI is continuing to work with the Leaders Lab on this follow-up study of the state of leadership in Australian workplaces.

A key theme underpinning this report is that it is possible to thrive even while experiencing struggle, with the research showing that the ability of leaders to thrive is driven by their mindset and behaviours and in turn, a THRIVE mindset is positively correlated to team wellbeing and performance.

The report highlights a number of useful frameworks that can be applied practically in the workplace to better understand leaders' beliefs and behaviours, drive more positive cultures, and increase leaders' positive effect on their organisation.

I encourage HR practitioners to review this report and consider how the research findings and frameworks can be used effectively in their organisations to support their leaders towards a THRIVE mindset and thus, an improvement in their teams' wellbeing and performance.



Sarah McCann-Bartlett
Chief Executive Officer
Australian HR Institute

ABOUT THIS STUDY

The Leaders Lab Workplace Survey was first conducted in December 2019. A sample of 1,007 randomly selected workers representative of the Australian workforce completed the survey, which was based on the PERMAH Wellbeing Survey (www.permahsurvey.com) developed by Dr. Peggy Kern from the University of Melbourne, to help us better understand the factors that support and undermine wellbeing and performance for leaders and their teams.

Then in 2020, as the global COVID-19 pandemic challenged workplaces and leaders in new and unexpected ways, we expanded the survey questions with the assistance of Dr. Mandy O’Neill from George Mason University (a leading researcher in organisational culture and emotional contagion in workplaces) and Dr. Lindsey Godwin from Champlain College (a leading researcher in organisational change and leadership). Data from more than 2,000 workers representative of the workforce in Australia and the United States was gathered to help us dive deep into the factors that enabled leaders to sustain high-performing cultures amidst the uncertainty and disruption all workplaces experienced during this time.

Finally, in 2021 as workplaces and leaders began to navigate what the “new normal” of work might look like with the most diverse workforce ever encountered, we expanded the survey questions further with the assistance of Dr. Meg Warren from Western Washington University (a leading researcher in allyship behaviors). Data from more than 750 workers in the United States was gathered in April and this latest report features the data gathered from over 1,000 workers representative of the Australian workforce in May 2021.

GENDER	
Men	485
Women	548

AGE GROUPS	
24 – 34 years	320
35 – 44 years	314
45 – 54 years	218
55 – 65 years	139
66 – 99 years	43

ETHNICITY	
Asian	97
Indigenous	31
White/Caucasian	821
People of Color	85

LOCATIONS	
Victoria	260
New South Wales	326
Queensland	208
Western Australia	91
South Australia	105
Australian Capital Territory	21
Northern Territory	6
Tasmania	17

COMPANY TYPE	
Privately funded organisation	508
Publicly funded organisation	167
Government organisation	219
Not for profit organisation	78
Other	62

JOB ROLES	
Responsible for leading a team	448
Not responsible for leading a team	586

Industries were representative of Australian workplaces including Agriculture, Banking & Finance, Community & Social Services, Construction, Education, Government & Public Administration, Healthcare & Medical, Technology & Telecommunications, Manufacturing, Mining, Retail, Science, Tourism, and Transportation & Warehousing.

If you would like more information about this report or additional findings by gender, age, location, job role or industry (not reported), please contact chelle@thewellbeinglab.com.

1. CURRENT STATE: LEADERSHIP IN AUSTRALIAN WORKPLACES

Leading groups of people to achieve shared goals has never been easy, but with an increasingly diverse, dynamic, and complex landscape in most workplaces, an ever-growing list of “management” expectations, and only so much time and energy to navigate each day, it’s no wonder that nearly 60% of the leaders we surveyed said they felt like they were struggling as leaders. Fortunately, our findings – and those of other researchers – have repeatedly demonstrated that it is possible to thrive even in the face of struggle. For leaders and their teams, we found that sustaining their levels of wellbeing and performance at work is less dependent on their situations and more dependent on the capacities of leaders to effectively navigate not only the good times and successes, but also the struggles and challenges that they encounter.



22.3%

OF AUSTRALIAN LEADERS
ARE THRIVING WITH EASE.

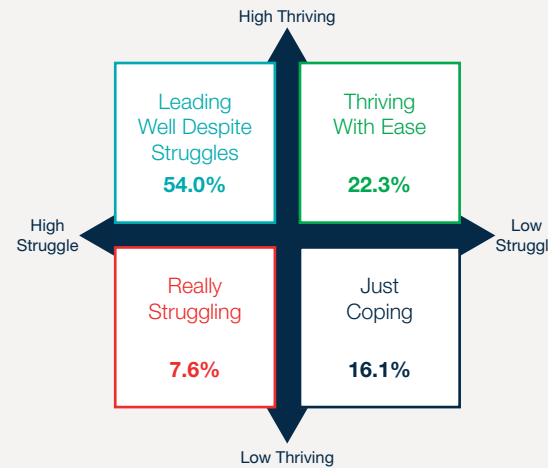
THRIVING ≠ STRUGGLE FREE

Leadership ranges from languishing (low levels of leadership capacity) to thriving (high levels of leadership capacity). Australian workers responsible for leading a team who reported that they were *thriving with ease*, as well as leaders who reported that they were *leading well, despite struggles*, were statistically more likely to have higher levels of wellbeing, more job satisfaction, better performance, and greater commitment to their organisation than other leaders. They were also likely to report higher levels of performance for their team and their organisation.

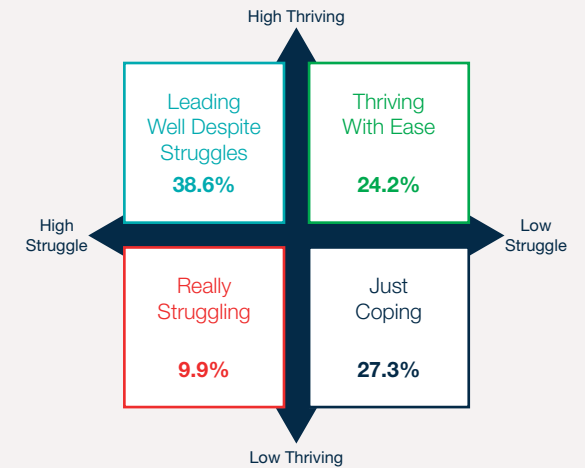
Even when navigating a constantly changing and challenging environment, it appears that it is possible for leaders to thrive despite struggle. However, it is worth noting that Australian leaders were statistically more likely to believe they were *leading well, despite struggles* than Australian team members, who felt that far more of their managers were *just coping*.

This discrepancy between leadership perceptions and team members' experience is not uncommon. Other studies have found that leaders have a tendency to overestimate their leadership abilities because their position of power means that others are more likely to agree with them, praise them, and tell them how well they are doing, even when this is not always the case.

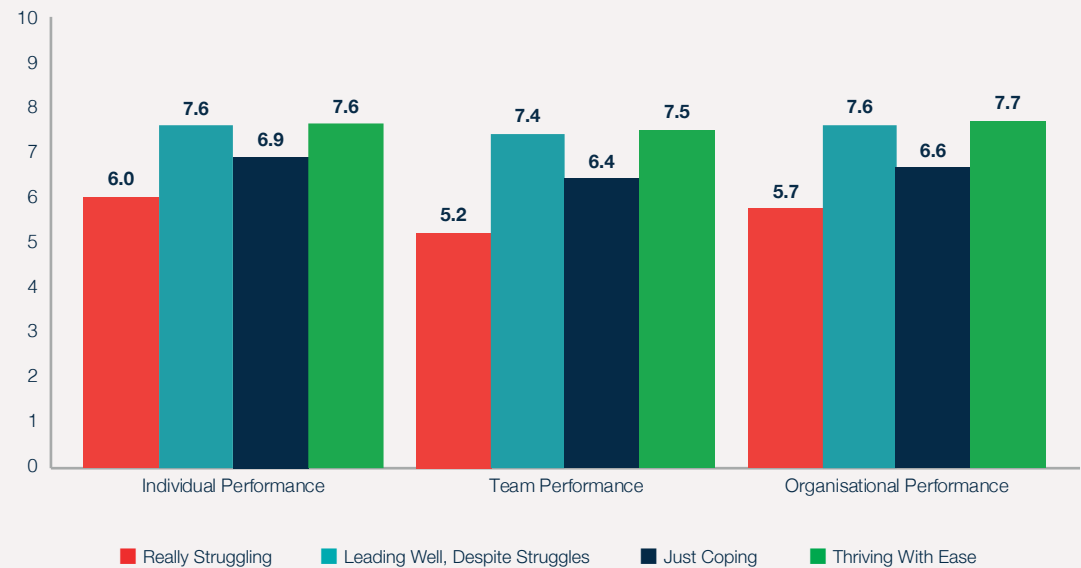
STATE OF LEADERSHIP (LEADERS %)



STATE OF LEADERSHIP (TEAM MEMBERS %)



STATES OF LEADERSHIP BY PERFORMANCE (MEANS)



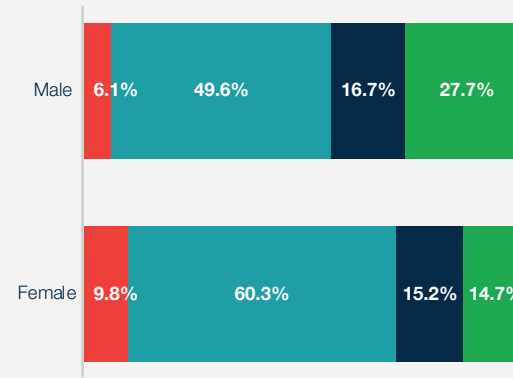
PERSONAL CONTEXT MATTERS

Male leaders were statistically more likely to report they were *thriving with ease*. However, at a time when resilience has never been more valued in workplaces, female leaders were significantly more likely to be *leading well, despite struggles*. This may reflect the well-documented challenges female leaders continue to face in most workplaces due to discrimination, stereotyping, prejudice, and family demands.

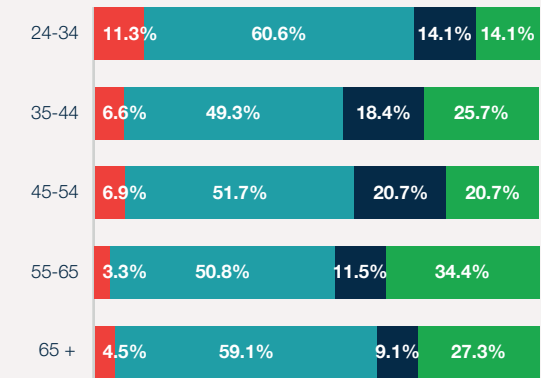
As might be expected, older leaders were statistically more likely to report they were *thriving with ease*. However, leaders aged 24 - 35 were significantly more likely to be *leading well, despite struggles*. Notably, leaders aged 35 - 54 years were the most likely to be *just coping* which may be a reflection of their stage of life as they juggle work and family responsibilities. Leaders in this age group were statistically more likely to report “not enough time” and “too much mental energy required” as their biggest barriers to being more effective leaders than other age groups.

While leaders from all ethnicities reported thriving, people of color were statistically more likely to report they were *really struggling*, and Asian leaders were more likely to report they were *just coping*. This may reflect the well-documented challenges ethnic minorities continue to face in most workplaces due to discrimination, stereotyping, and prejudice.

STATES OF LEADERSHIP BY GENDER (LEADERS %)

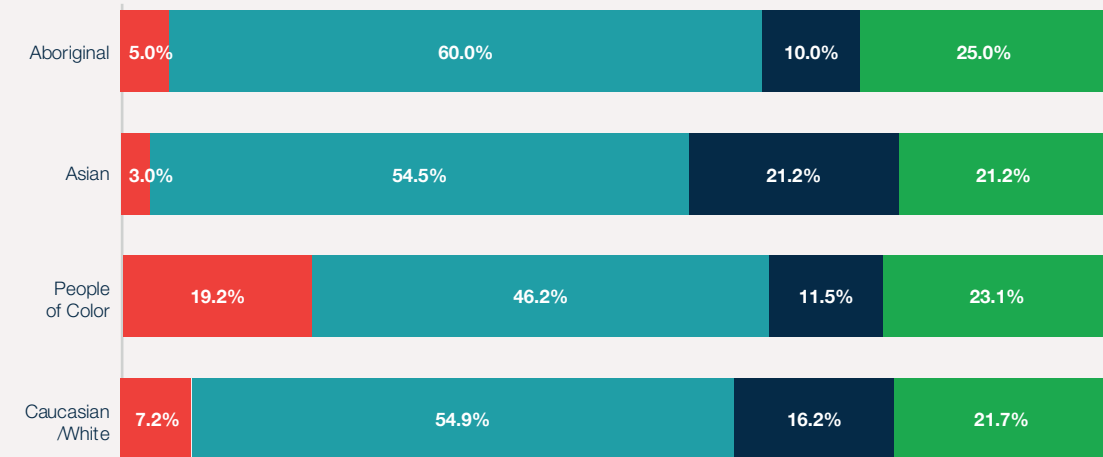


STATES OF LEADERSHIP BY AGE (LEADERS %)



Really Struggling Leading Well, Despite Struggles Just Coping Thriving With Ease

STATES OF LEADERSHIP BY ETHNICITY (LEADERS %)



Really Struggling Leading Well, Despite Struggles Just Coping Thriving With Ease

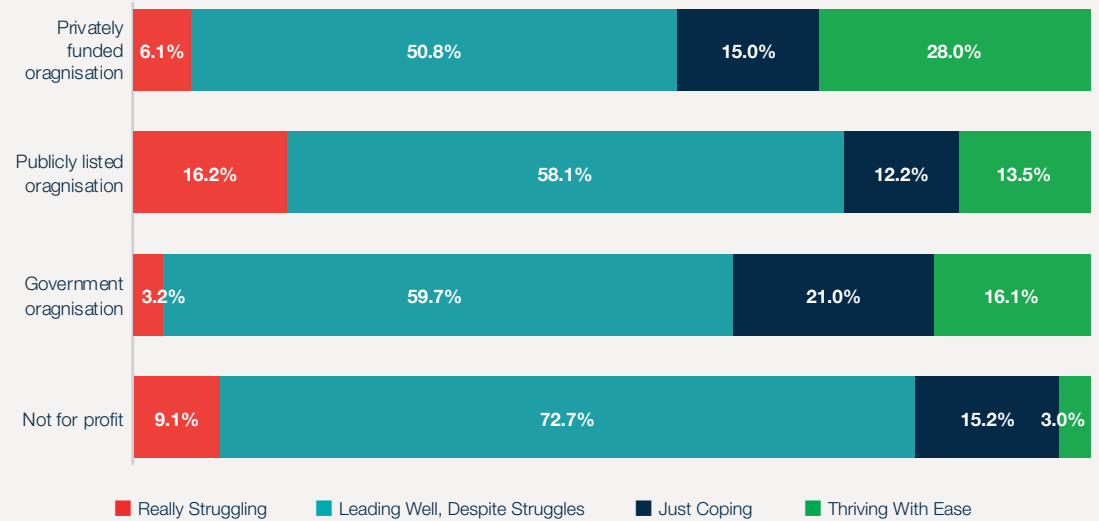
WORKPLACE CONTEXT MATTERS

Leaders in privately funded organisations were more likely to be *thriving with ease*. However, leaders in not-for-profit organisations were significantly more likely to be *leading well, despite struggles*. Leaders in government organisations were statistically more likely to be *just coping*, while leaders in publicly listed organisations – who were statistically more likely to report that their organisation demanded too much of them and that the biggest barrier to improving their leadership was “not enough time” – were more likely to be *really struggling*.

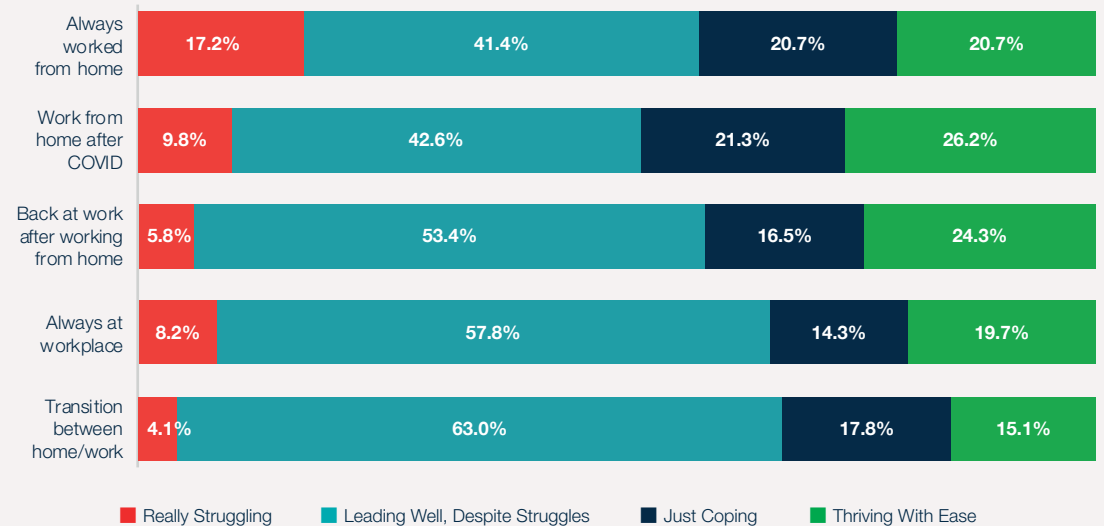
Over the past year, the COVID-19 pandemic has resulted in the relocation of many leaders and their teams from their workplaces to their homes and in some cases back to their workplaces. Leaders who have been navigating these transitions and either working from home after COVID-19 or back at work after having been working at home due to COVID-19 were statistically more likely to be *thriving with ease*, while leaders who were now transitioning between home and work were more likely to be *leading well, despite struggles*. Notably, leaders who have always worked from home were more likely to be *really struggling*.

As workplaces consider what the future of work may look like for their leaders and team, this data suggests that whether leaders transition between home and work or are always at work, statistically they are just as likely to be thriving.

STATES OF LEADERSHIP BY COMPANY TYPE (LEADERS %)



STATES OF LEADERSHIP BY WORK LOCATION (LEADERS %)



AN AH-HA MOMENT

Our findings make it clear that feelings of struggle and stress doesn't have to undermine leaders' levels of wellbeing or performance. These results suggest that as long as leaders know how to respond to these signs as opportunities for learning and growth, these challenges can provide opportunities for them to demonstrate resilience in the midst of disruption and uncertainty.

As Australian leaders try to navigate the "new normal" of post-COVID working conditions for themselves and their teams, HR need to consider how they can continue to support their leaders' levels of resilience – especially those from marginalized groups – as the fatigue from the last year of ongoing uncertainty kicks in.

Do your leaders have permission to struggle? Do you have formal and informal strategies in place to help your leaders navigate struggle during periods of fatigue?



2. NAVIGATING UNCERTAINTY: THE NEED FOR A THRIVE MINDSET

For the past decade, studies have repeatedly found that many of the traditional leadership beliefs, skills, and tools have become obsolete in the face of the complex, diverse, and dynamic nature of today's workplaces. These outdated "management" approaches are not only leaving many leaders feeling overwhelmed as they struggle to keep up with the growing expectations of their roles, but are often detrimental to the wellbeing and performance of leaders and their teams. Our research and other studies have found that leaders who are able to thrive even in the face of disruption and uncertainty, aren't just "doing" things differently. They are "showing up" differently due to the leadership mindset they hold – their beliefs – about their roles and responsibilities at work. They demonstrate what we have called a THRIVE mindset.



37.7%

OF AUSTRALIAN LEADERS
OFTEN DEMONSTRATE A
THRIVE MINDSET.

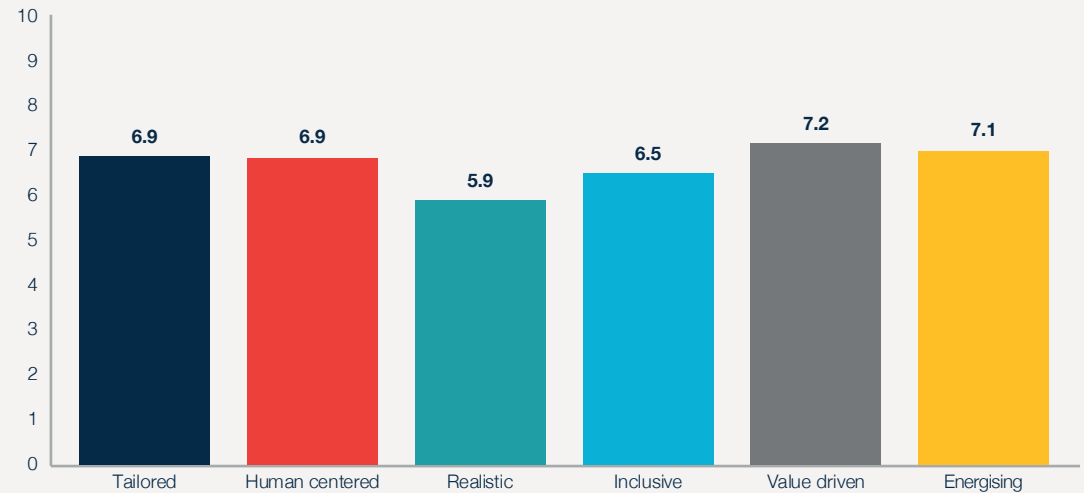
THE BELIEFS OF LEADERS

Leaders who have a THRIVE mindset believe their role and responsibilities as leaders are best met by being: **Tailored** (they willingly flex their leadership style to suit different contexts), **Human-Centered** (they seek to bring out the best in their people), **Realistic** (they leverage instability, disruption, and unpredictability as needed), **Inclusive** (they invite different perspectives), **Value-Driven** (they create psychologically safe spaces for learning and success), and **Energising** (they invite ownership and foster accountability).

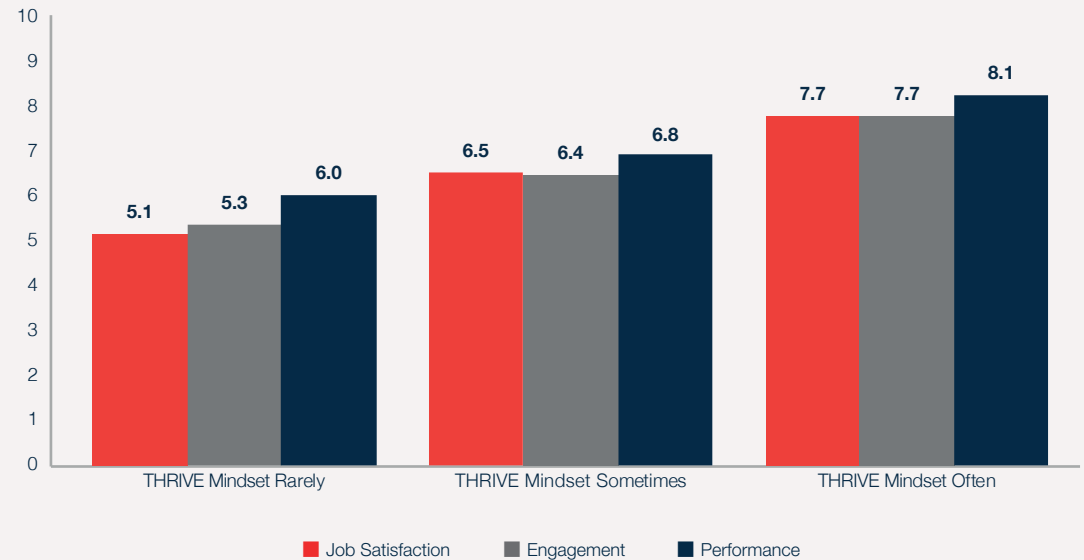
Different THRIVE beliefs may be more important for different leaders and their teams at different times. Our data suggests, however, the more frequently leaders demonstrated their THRIVE beliefs, the more likely they were to report higher levels of wellbeing, job satisfaction, engagement, and performance for themselves, their team, and their organisation.

Overall, Australian leaders reported healthy scores (6.5 - 7.5 mean) across each of the THRIVE beliefs, with the exception of **Realistic**. But at a time in workplaces when leaders need to be able to leverage instability, disruption, and unpredictability for the possibilities that they bring, this THRIVE belief and the actions it supports are essential for leaders and their teams. Given studies have found that most leaders struggle to accurately forecast more than 150 days ahead, these results suggest that instead of clinging to unrealistic plans, leaders may need help surfacing real-time possibilities and adjusting their team's efforts as needed.

LEADERS' THRIVE MINDSETS (MEANS)



IMPACT OF LEADERS' THRIVE MINDSETS ON OUTCOMES (MEANS)

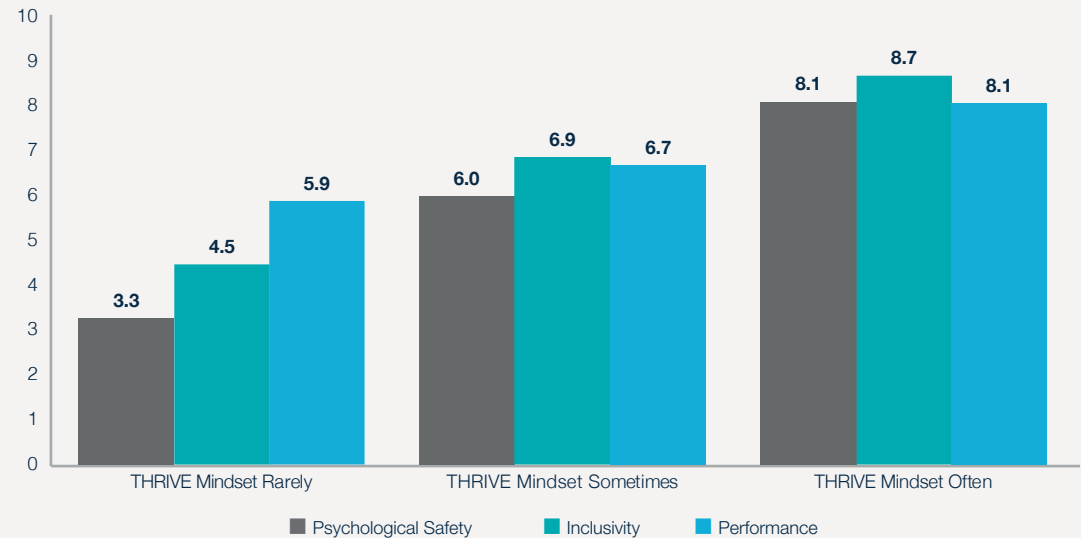


THE IMPACT OF LEADERSHIP BELIEFS

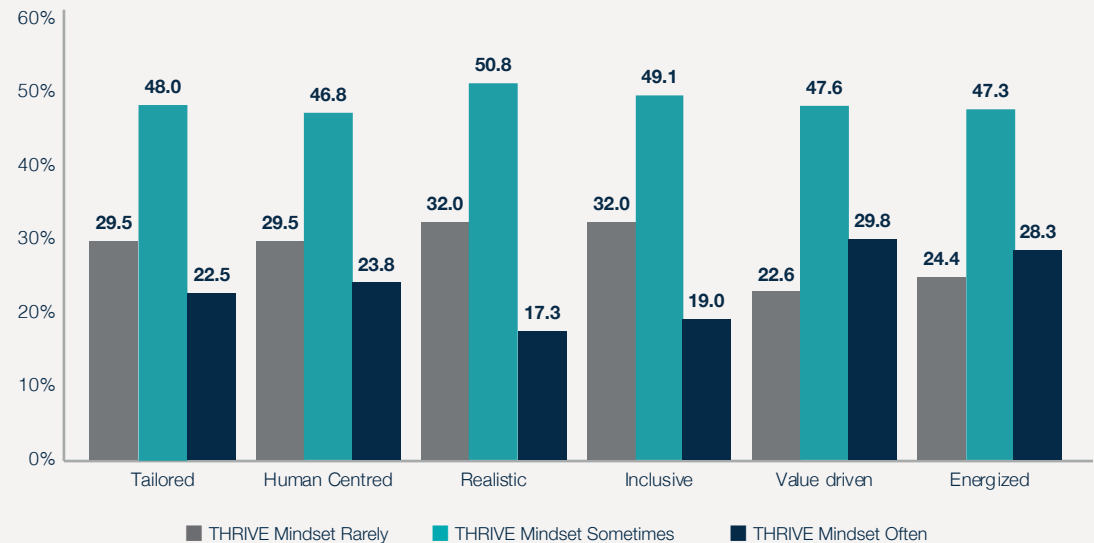
Studies have found that the beliefs and behaviors of leaders have a significant impact on their team members, and our data validates this finding. For example, team members who reported their leader often demonstrated a THRIVE mindset, were statistically more likely to report higher levels of psychological safety, inclusivity, and individual and team performance. They were also more likely to report higher levels of wellbeing.

Notably, while Australian leaders reported high levels of frequency when it came to demonstrating their THRIVE mindsets, team members in this study indicated that in addition to leaders needing to improve their **Realistic** behaviours, their **Tailored, Human-Centered,** and **Inclusive** leadership behaviours could also be done more frequently. **Tailored** leadership beliefs enable leaders to flex from a “tell-and-control” approach when risks need to be quickly managed to an “inquire-and-invite” approach for more complex challenges that require collaboration and commitment. **Human-Centered** leadership beliefs help leaders remember their people don’t function like machines but are living systems that need meaningful work and connection in order to thrive consistently. **Inclusive** leadership beliefs ensure leaders are effective allies as they actively invite, honor, and value the wisdom of different perspectives and voices, knowing that no one “expert” has all the answers – even if you are the leader.

IMPACT OF LEADER'S THRIVE MINDSET ON TEAM MEMBER OUTCOMES (MEANS)



LEADER THRIVE MINDSETS BY TEAM MEMBERS EXPERIENCE (% FREQUENCY)



AN AH-HA MOMENT

Leaders who have a THRIVE mindset are more likely to report higher levels of organisational commitment, engagement, and individual and group performance. Not only that, but these leaders and their teams are more likely to report higher levels of inclusivity, psychological safety, and wellbeing.

It's not that a THRIVE mindset ensures that everything goes perfectly for these leaders – after all, they still work in the real world with all its unpredictability, uncertainty, and messiness. It is that their THRIVE mindset enables them to see the inevitable struggles every leader faces as an opportunity for learning and growth for themselves and their teams, rather than a sign that they are not up to their role. They understand that great leadership involves both thriving and struggle, and they have the confidence to embrace and navigate both.

How does your workplace help leaders to foster a THRIVE mindset to help themselves and their teams navigate disruption and uncertainty? What impact is this having on wellbeing and performance?



3. IMPROVING OUTCOMES – CREATING CULTURES OF CARE

We all share the same deep psychological needs to be seen, respected, and valued. It's why researchers, including us, have repeatedly found that when leaders express genuine CARE for their team, levels of engagement, performance, and wellbeing all improve significantly – especially during times of uncertainty. For example, Dr. Mandy O'Neill's research has found that when leaders prioritize the creation of a positive emotional culture, teams are more likely to have better performance, provide better customer service, and be more innovative, and people are less likely to burn out or quit. They build what we have called a CARE culture.

27%

OF AUSTRALIAN TEAM
MEMBERS REPORT THEIR
LEADERS OFTEN CREATE A
CULTURE OF CARE.

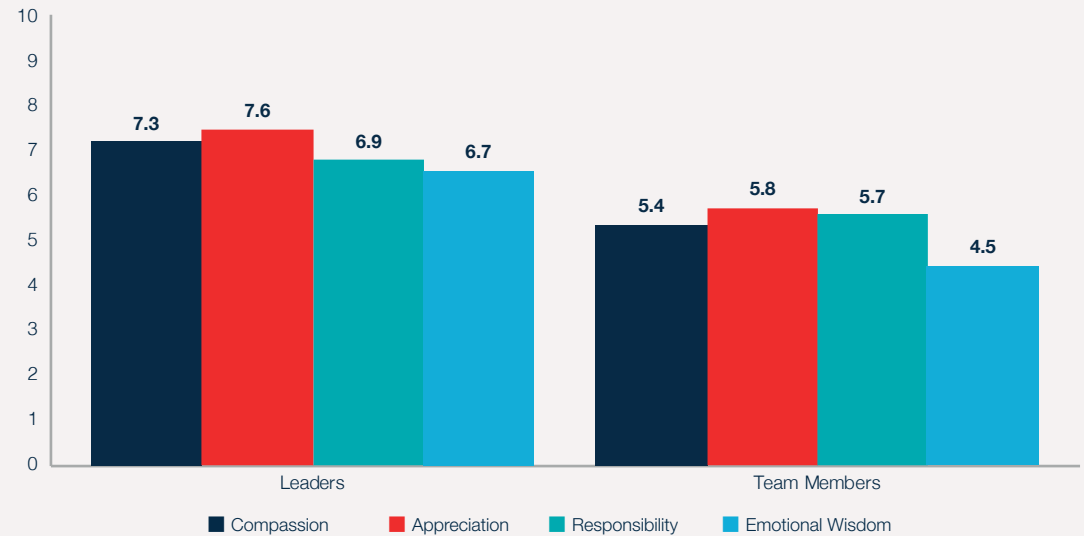
THE BOTTOM LINE OF CARE

Time and again research – including this study – finds the important influence of culture on worker experience and outcomes. Leaders who build CARE cultures prioritize: **Compassion** (they reach for curiosity and generosity, rather than leaping to assumptions and rushing to judgements about people), **Appreciation** (they encourage the asking for and giving of help), **Responsibility** (they invite ownership, clarify commitments, and hold people accountable), and **Emotional Wisdom** (they view emotions – even the uncomfortable ones – as “information” to be understood).

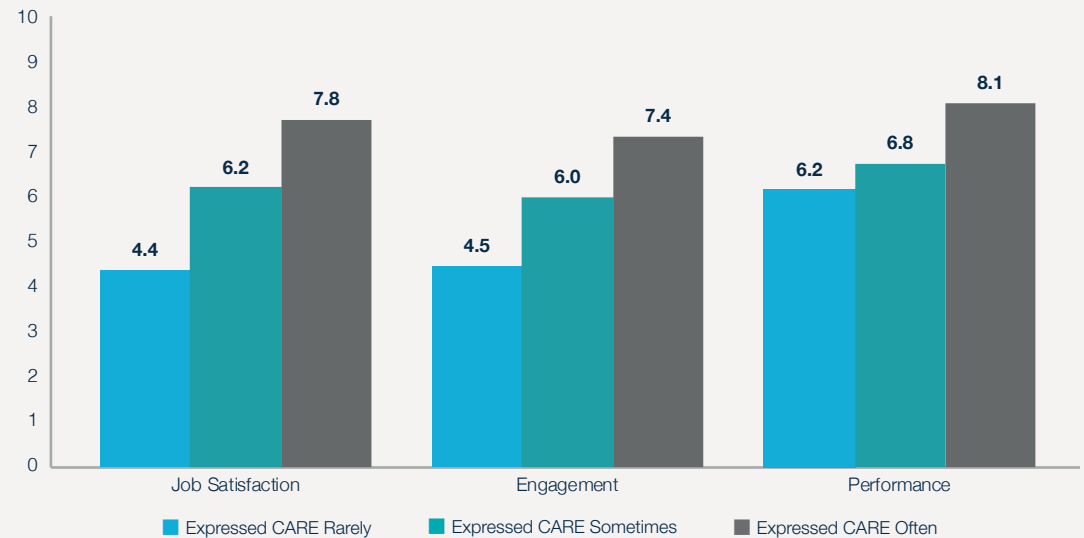
As we saw for leader’s THRIVE mindset, when it comes to building a CARE culture it is the frequency with which leaders engage in these practices that shapes the outcomes teams are able to achieve. For example, team members who reported their leader often showed compassion, expressed appreciation, encouraged responsibility, and demonstrated emotional wisdom were statistically more likely to report higher levels of wellbeing, job satisfaction, engagement, and individual and team performance.

Unfortunately, while Australian leaders have healthy intentions to create CARE cultures, team members in this study reported significantly lower experiences of CARE practices from their leaders. This was particularly true for **Compassion, Appreciation, and Emotional Wisdom.**

LEADERS VS. TEAM MEMBER PERCEPTIONS OF LEADER CARE PRACTICES (MEANS)



IMPACT OF LEADER CARE PRACTICES ON TEAM MEMBER OUTCOMES (MEANS)



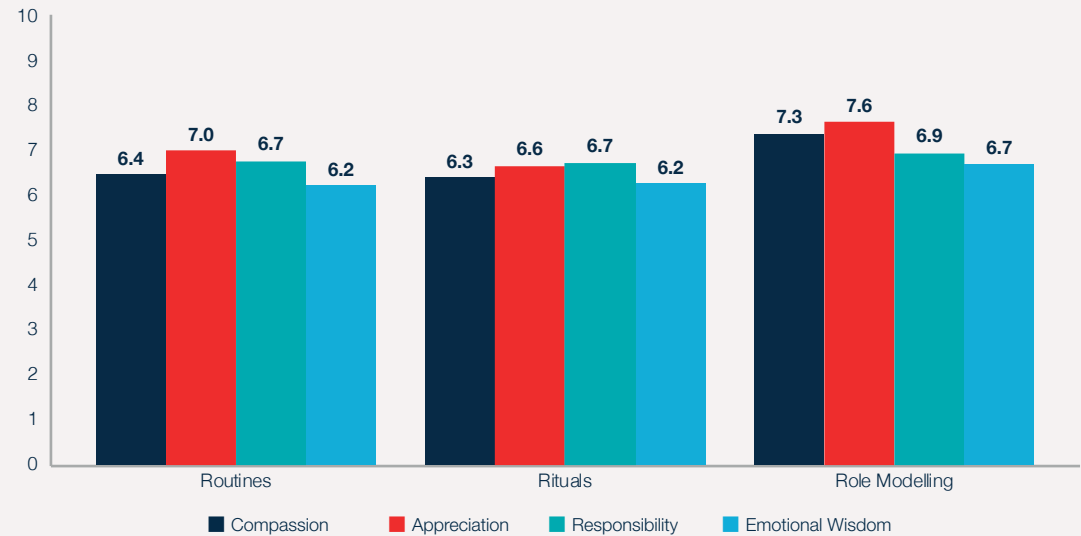
CREATING CARE CULTURES

As the list of leadership expectations continues to grow in most workplaces, it is not surprising that 59.6% of Australian leaders reported they were struggling. The idea of having to take on even one more responsibility – particularly as they try to navigate the “new normal” of post pandemic workplaces – is understandably overwhelming for many leaders right now.

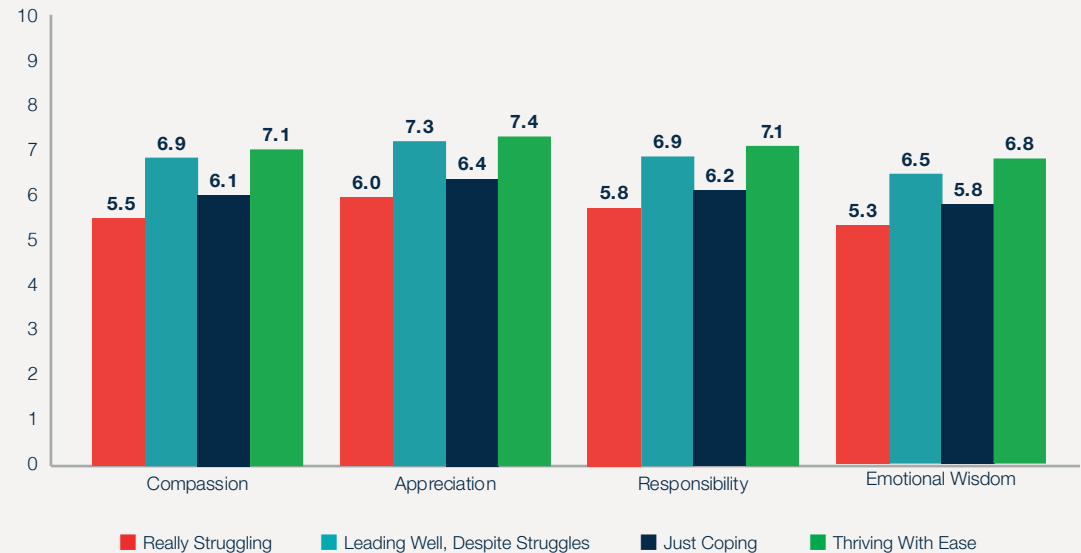
The good news is our research found that creating a CARE culture doesn't have to be another action to be added to the leader's to-do lists. Instead, we found that the most effective leaders are integrating these behaviors into their existing **Routines** (their team processes), **Rituals** (their team practices), and **Role Modeling** (their own behaviors) to create a frequent Rhythm of care mechanics and dynamics in their teams. While each of these 4Rs positively impacted the creation of culture of care, the data suggests that many Australian leaders are missing opportunities to draw on their existing team routines and rituals to help them *often* express CARE.

For exhausted leaders who may feel that even harnessing their existing rhythm of routines, rituals, and role modeling is too much to ask, the data suggests that while creating a CARE culture will benefit their team and workplaces, the people who benefit most are leaders themselves. They are much more likely to thrive when they find simple and frequent ways to express CARE for others.

CREATING CARE CULTURES – LEADER'S ROUTINES, RITUALS, AND ROLE MODELING (MEANS)



STATE OF LEADERSHIP BY CREATING CARE CULTURE (MEANS)



AN AH-HA MOMENT

Creating a CARE culture doesn't have to be difficult, expensive, or time-consuming. In fact, our research found that small, daily CARE practices by leaders can have a big impact on a team's levels of psychological safety, wellbeing, and performance. The challenge lies in the frequency with which leaders engage in these practices. The good news is that when leaders map how they currently role model the desired behaviors and interactions for their team – *the dynamics* – and the existing routines and rituals of how they work together – *the mechanics* – it is rarely the case that more actions need to be added. Instead, leaders find that they are able to identify plenty of existing opportunities to intentionally integrate these CARE practices into the ways they are already working, even in the midst of disruption and uncertainty.

How are you helping your leaders map opportunities for creating a frequent CARE culture within their existing routines, rituals, and role modeling?



4. HELPING LEADERS: AMPLIFYING LEADERS' CAPACITIES

Leadership is never “won-and-done.” It is a constant work in progress in which the goals for leaders should not be perfection, but the courage to continue intelligently experimenting with ways to bring out the best in themselves and their teams as the work and the people around them keep changing. Ultimately, success is continuing to find better ways to lead. Our findings point to three key ingredients that amplify the impact leaders can have on the wellbeing and performance of themselves and their team: leadership ability (A), leadership motivation (M) and psychological safety (P).



46%

OF AUSTRALIAN LEADERS
FELT COMPLETELY ABLE TO
LEAD THEIR TEAM IN THE
FACE OF UNCERTAINTY.

THE LEADERSHIP AMPLIFIERS

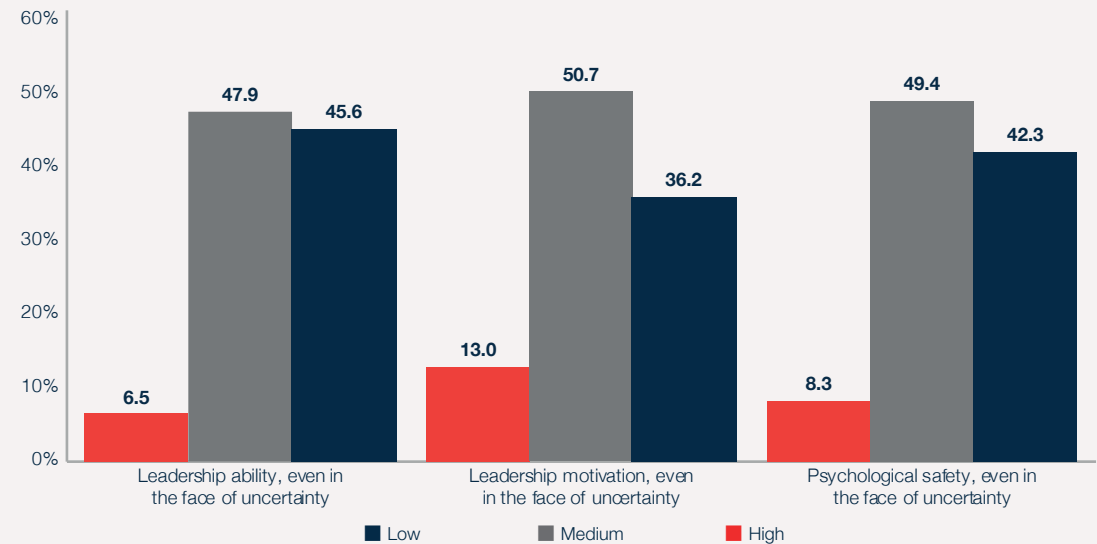
Leaders who were *thriving with ease*, or *leading well, despite struggles* reported statistically higher levels of leadership **A**bility, leadership **M**otivation, and **P**sychological safety even in the face of uncertainty. We call these the leadership AMPlifiers.

45.9% of Australian leaders reported a high level of ability – the knowledge, tools, and experience they have – even in the face of uncertainty. These leaders accept that “managing” people or situations in an ever-changing world is unrealistic and instead confidently set smaller goals and coach their teams to keep experimenting and adjusting as they find better ways to deliver the desired outcomes.

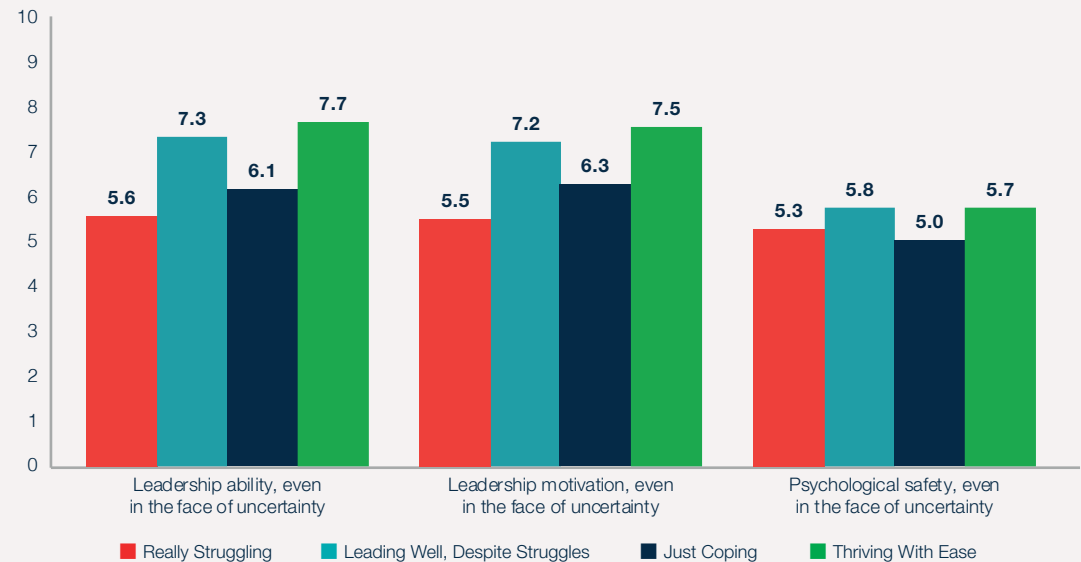
36.2% of Australian leaders reported a high level of motivation – their energy and consistent commitment to lead themselves and others – even in the face of uncertainty. These leaders accept leadership is never “won-and-done,” but instead requires ongoing awareness and honoring of people’s levels of energy and commitment – their own and their team’s – as they navigate dynamic and diverse work experiences.

42.3% of Australian leaders reported a high level of psychological safety to be able to talk honestly with others about their leadership struggles and learning. However, two out of every five leaders reported they felt it best to keep their struggles to themselves at work.

LEADERSHIP ABILITY, LEADERSHIP MOTIVATION & PSYCHOLOGICAL SAFETY (%)



STATE OF LEADERSHIP BY ABILITY, MOTIVATION, & PSYCHOLOGICAL SAFETY (MEANS)

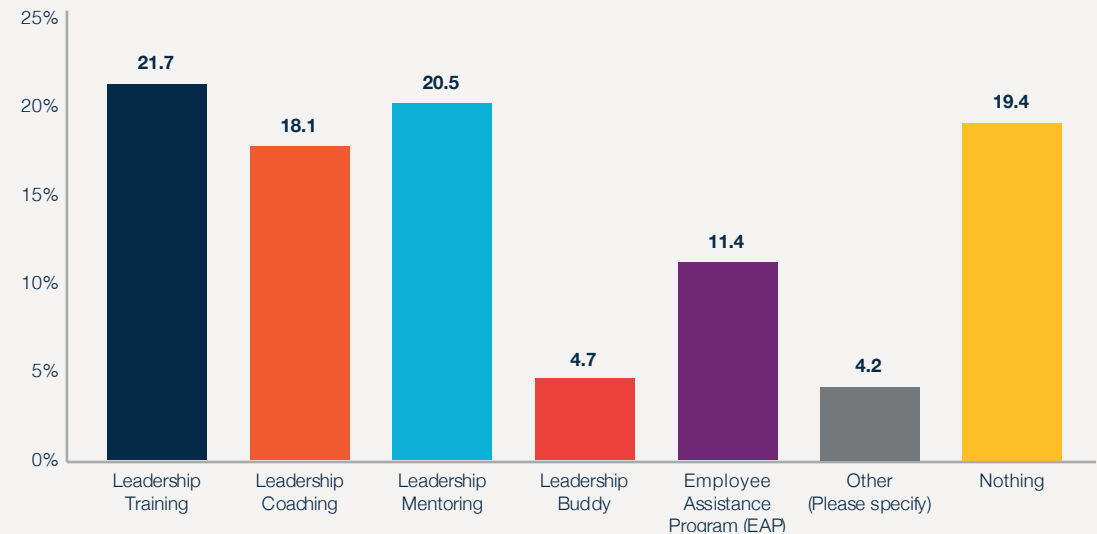


WORKPLACE SUPPORT

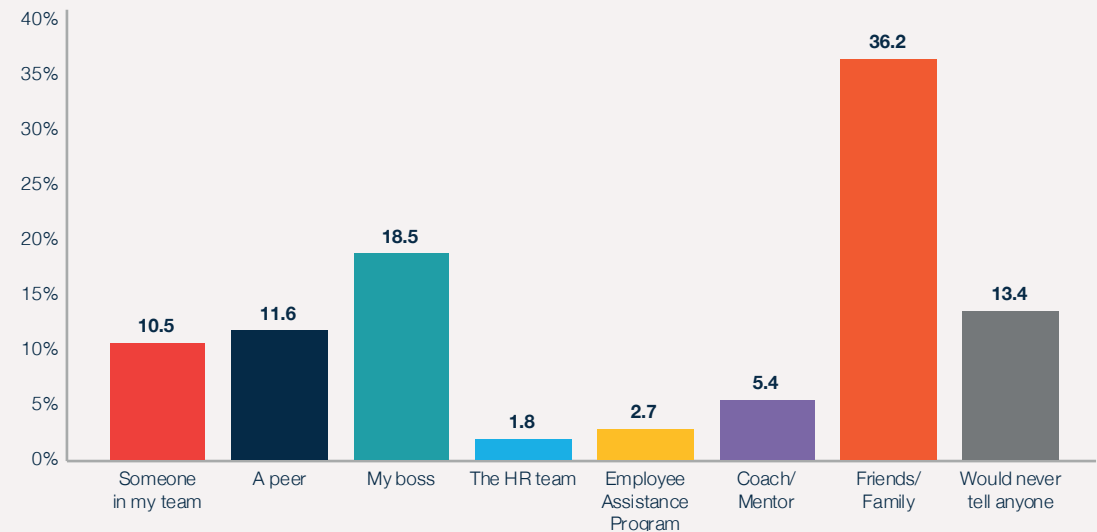
The most valued forms of workplace support for Australian leaders were **Leadership Training** (21.7%), **Leadership Mentoring** (20.5%), and **Leadership Coaching** (18.1%). Leaders who were *thriving with ease* statistically were the most likely to value **Nothing** when it came to leadership support from their workplace. Leaders who were *leading well, despite struggles* were more likely to value **Leadership Training** or **Leadership Mentoring**. Leaders who were *just coping* were most likely to value **Leadership Training** or **Nothing**. While leaders who were *really struggling* were most likely to value **Leadership Coaching**.

Given that 62.2% of Australian leaders reported they find it *somewhat* or *very hard* making it through stressful events, it is reassuring to see that most leaders have someone to reach out to when they are struggling with their leadership responsibilities. Notably, however, the majority of leaders don't turn to someone at work but to their family and friends. This is despite the fact that leaders who reached out to their bosses or employee assistance program (EAP) services were statistically more likely to report higher levels of leadership ability, leadership motivation, and psychological safety. Leaders who were *thriving with ease* and those who were *leading well, despite struggles* were more likely to turn to their bosses, while leaders who were *really struggling* were the most likely to reach out to EAP services.

VALUED FORMS OF LEADERSHIP WORKPLACE SUPPORT (TOTAL %)



PERSON I REACH OUT TO FOR HELP WHEN STRUGGLING (LEADERS %)



AN AH-HA MOMENT

The goal for helping leaders to AMPLify their leadership capabilities, isn't to make dramatic overnight changes or achieve perfection. Rather, it's about helping leaders to feel confident to continually experiment with ways to improve their leadership abilities (their knowledge, tools, and experiences), to sustain their motivation and their commitment to leading others, and to ensure they have safe spaces where they can continue learning as the people and work around them keep changing. After all, as systems and leadership researcher Meg Wheatley wisely said: "The role of leaders is not only to believe what's possible in each person but also to give a sense of confidence that we can get through anything as long as we're together."

Are you providing your leaders with the support they want to AMPLify their leadership capabilities?



HOW CAN YOU HELP LEADERS THRIVE?

While we'd love to give you "proven" tools, the truth is that good science is never proven, but is always challenging what we know so we can learn more. Also, while we all have much in common, we are also uniquely different, and our leaders, teams, and workplaces are navigating different contexts.

With this in mind, we encourage you to use these research insights to accelerate your knowledge, inspire leadership practices, and then experiment with **what works best for your leaders and their teams in your workplace**. To help you get started, here are some THRIVE mindset questions to gauge how your leaders are doing. On a scale of 0 (not at all) to 10 (always) take a moment to consider how leaders in your workplace are:

		SCORE
	TAILORED Have you seen your leaders confidently flexing their leadership approaches to meet the needs of specific situations?	
	HUMAN-CENTERED Can your leaders tell you what makes work meaningful for each person in their team?	
	REALISTIC How successfully have your leaders helped their team to turn disruption and uncertainty into opportunities recently?	
	INCLUSIVE Have you heard your leaders being effective allies for marginalized voices in their teams?	
	VALUE-DRIVEN Do your leaders openly talk about their failures and learning experiences – even the embarrassing ones?	
	ENERGIZED How regularly do your leaders have coaching conversations with their team members?	

WANT MORE?



BECOMING ANTIFRAGILE

Help your leaders to embrace change rather than resist it, to lean into a challenge rather than avoid it, and to learn to thrive when times get tough. Packed with practical guiding principles based on the latest research in neuroscience, psychology, and leadership, this book gives leaders everything they need to become antifragile. [Click here to order your copy.](#)



LEADERSHIP TRAINING PROGRAMS

Our virtual Leading to Thrive Program is designed to deliver short, powerful, socially supported micro-doses of leadership training that help leaders to develop a THRIVE Mindset and cultivate Cultures of CARE. Immediately actionable and measurable, there are no passive observers in this program that blends classroom learning, real-world experiments, and coaching to quickly build the knowledge, tools, and support that leaders need to thrive, even in the face of uncertainty.

[Click here to learn more.](#)



LEADERSHIP COACHING

Unfortunately, studies suggest that most leaders seriously misjudge their leadership abilities. But with the right tools and support, and lots of practice and feedback, almost anyone can become a better leader. Our highly sought-after team of leadership coaches excels in helping leaders to fuse the latest evidence-based practices from studies in neuroscience, psychology, and leadership into small, daily leadership practices that can be sustained – no matter how busy or disruptive work gets. [Click here to learn more.](#)

ABOUT THE LEADERS LAB RESEARCHERS



DR. MICHELLE MCQUAID

Dr. Michelle McQuaid is a best-selling author, workplace wellbeing teacher, and playful change activator. An honorary fellow at the University of Melbourne's Graduate School of Education, in addition to hosting the highly acclaimed weekly podcast, Making Positive Psychology Work, which features leading researchers and practitioners from around the world, Michelle blogs for Psychology Today, The Huffington Post and Thrive, and her work has been featured in Forbes, The Harvard Business Review, The Wall Street Journal, Boss Magazine, The Age, and more.

You can find more of Michelle's work at www.michellemcquaid.com.



DR. PAIGE WILLIAMS

Dr Paige Williams is a speaker, author and leadership guide, determined to help leaders move beyond just the need for resilience to become AntiFragile. A researcher and Honorary Fellow of the Centre for Wellbeing Science and an Associate of Melbourne Business School, Paige draws on wellbeing, neuroscience, leadership and systems science, and her 20+ years of international business leadership experience to help leaders learn how they can benefit from the dynamic, complex, and uncertain contexts in which they operate.

You can find more of Paige's work at www.drpaigewilliams.com.

ABOUT ADDITIONAL RESEARCHERS



DR. PEGGY KERN

Dr. Peggy Kern is an associate professor at the Centre for Positive Psychology at the University of Melbourne's Graduate School of Education. Her research draws on a variety of methodologies to examine questions around who thrives in life and why, including understanding and measuring healthy functioning, identifying individual and social factors impacting life trajectories, and systems-informed approaches to wellbeing. She has published three books and more than 100 peer-reviewed articles and chapters.

You can find out more about Peggy's work at www.peggykern.org.



DR. MANDY O'NEILL

Dr. Olivia (Mandy) O'Neill is an Associate Professor of Management at the George Mason University School of Business and Senior Scientist at the university's Center for the Advancement of Well-Being. She holds a Ph.D. in Organisational Behavior from Stanford University. Mandy is passionate about researching and (co)creating positive organisational cultures and has worked with a wide range of organisations in that pursuit. Her work has been published in a variety of scholarly and practitioner journals.

You can find out more about Mandy's work at <http://mason.gmu.edu/~ooneill/>.