

Jemstone Tidbits

Jemstone Consultancy Business Psychology: Adding value to business through the application of positive psychology: increasing wealth, health and happiness: 020 8293 0017

Want to know how to be happy? Research reveals all

After 150 years studying what makes us miserable, psychologists are beginning to turn their attention to questions of 'the good life' and 'what makes us happy?'. Their endeavours are beginning to reveal some of the answers. To live a good life...

- Use your strengths and virtues in the service of something larger than you are, **live your life in a greater context**
- Develop happy personal relationships: **be psychologically present to people important to you**, don't always live in the future or past!
- **Learn to fill leisure intelligently**: be actively engaged, not a passive observer
- **Seek out life experience to develop wisdom**: be open to experience, be generative, creative, get good mentors. Age, intelligence and personality alone won't do it
- Ensure you have opportunities **to use your skills**, have contact with others, earn social approval and develop personal control
- **Seek opportunities to experience 'flow'**: a happy absorption in challenging tasks when time stops and we forgot ourselves

Can managers create happy workplaces?

Create vision, meaning and purpose for people

Help people develop and use skills and to experience 'flow' challenges

Recognise the work place as a social place: look after social relationships

From: The psychologist March 2003 Vol. 16, No 3, specifically based on the work of Seligman, Veenhoven, Boniweel and Zimbardo, Baltes and Kunzman, Henry, Hill

Value for Jemstone Tidbit readers. 10% discount on NLP courses

Skill in neuro linguistic programming helps you create change for individuals and groups through the use of imagination, creativity and skilled communication. It has systemic, social constructionist roots. If you are thinking of adding this tool to your change toolkit, you might be interested in the discount available.

9-16 May London based NLP practitioner. £1375 reduced to £1237.5

23-31 May London based NLP master practitioner £1495 reduced to £1345.5

The courses are being run by the European Institute of NLP and offers considerable ongoing after course support.

If you are interested to find out more, discuss options or book a place, call Alexis Garnaut Miller on 020 8993 4615 and mention that you saw it in Jemstone Tidbits to get your discount.

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When does an organisational network not work?

Usually we think of organisations as networks of people, what happens if instead we think of them of **networks of actions**? Pentland explores this idea and suggests the following understanding emerges

To see networks of actions we need to **identify patterns of action**

These can be hard to spot as they are **distributed in time and space**

If they cross organisational subunits, **people can find them hard to explain**

Established routines become of interest, they can be seen as the basic 'genetic material' of the organisation, **The more routines the harder for the organisation to change**. It is 'pinned down' in more places

The better the links between routines, the more **likely the organisation is to demonstrate 'heedfulness' behaviour** i.e. acting in a way that takes account of the action of others

So, **implications for managers**

Excessive routine is the enemy of organisational intelligence and flexibility

Networks of people need supporting networks of action to be effective

B. Pentland (1999) Organisations as networks of action in Baum and McKelvey (eds) Variations in organisational science. Sage

Coaching or therapy? Do you know the difference?

Coaching and therapy are related but different. Not all organisational coaches are clear about the differences. Look at the list below, are you getting what you're paying for?

Coaching	Therapy
Present and future focus	Past focus
Action orientation	Passive orientation
Growth or skill development focus	Problem (with you) fixing process
Person in context	Person as problem
Organisation and person as client	Client as client

Jemstone Consultancy has a **great team of coaches** available with different backgrounds and experience, all share a clear understanding of this difference. Ring for more information: Sarah Lewis 020 8293 0017



Jemstone Consultancy Update

So once again we are at the financial year end. Jemstone has had a fantastic year, with great clients and really interesting and challenging work, so my

THANKS

to you all for enabling me to have such fun and earn a living!

I wish you all wealth, health and happiness for the next financial year!