



Selected resources on compassion and wellbeing in the Roffey Park LRC Knowledge Base

December 2017

The Learning Resource Centre supports programmes, research and events at [Roffey Park](#) through its collection of books, journals and databases concentrated in the fields of leadership, personal effectiveness, management and organisational development and human resources. There are some 4000 titles in the library, some of which can be accessed directly through links from the catalogue on our website: www.roffeyparklrc.com

Members and programme participants can borrow books and access management databases containing full text articles. This review features just some of the recently acquired books and other resources you can access through the LRC.

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Who do we choose to be? : facing reality, claiming leadership, restoring sanity

Margaret J. Wheatley. Berrett-Koehler Publishers : 2017.

Twenty-five years after the publication of *Leadership and the New Science* (1992), Margaret's newest book uses the new science of living systems to explain why we ended up in this harsh, life-destroying world, in spite of our years of efforts to create positive change. She also tracks our current culture against the very well-defined pattern of collapse as described in the work of several historians and economists. There are those who welcome in this time of disruption and chaos as the means to create healthier, more humane and life-affirming ways of living on this planet, (for as long as the planet will have us). But Margaret's work directs our attention to how we need to lead people through the falling-apart stage. We cannot simply leap to new ways of being. First we must prepare for disintegration and collapse and the strong emotions that accompany them. First we must learn how to use our power and influence as leaders to create islands of sanity, where the best human qualities can be maintained rather than succumbing to fear and aggression. As leaders, we can respond with sanity and intelligence, using life's organising dynamics to create cohesive teams and communities where people feel motivated to be creative, generous and kind.

Links: <https://margaretwheatley.com/>

Awakening Compassion at Work: The Quiet Power That Elevates People and Organizations

DUTTON Jane E, SISODIA Raj; WORLINE Monica. Berrett-Koehler : 2017

Suffering in the workplace can rob our colleagues and coworkers of humanity, dignity, and motivation and is an unrecognized and costly drain on organizational potential. Marshaling evidence from two decades of field research, scholars and consultants Monica Worline and Jane Dutton show that alleviating such suffering confers measurable competitive advantages in areas like innovation, collaboration, service quality, and talent attraction and retention. They outline four steps for meeting suffering with compassion and show how to build a capacity for compassion into the structures and practices of an organization—because ultimately, as they write, “Compassion is an irreplaceable dimension of excellence for any organization that wants to make the most of its human capabilities.”

Links: <http://positiveorgs.bus.umich.edu/people/jane-dutton/>
<http://positiveorgs.bus.umich.edu/wp-content/uploads/CompassionRevealed.pdf>
<http://positiveorgs.bus.umich.edu/?s=compassion>

Is it ok to care? How compassion falters and is courageously accomplished in the midst of uncertainty

Kanov, Jason; Powley, Edward H; Walshe Neil D. *Human Relations* Vol 70, Issue 6, pp. 751 – 777. Sage : 2016

This article elaborates the organizational literature’s process theory of compassion – an empathic response to suffering – which falls short of adequately explaining why and how compassion unfolds readily in some workplace situations or settings but not in others. We address this shortcoming by calling attention to the basic uncertainty of suffering and compassion, demonstrating that this uncertainty tends to be particularly pronounced in organizational settings, and presenting propositions that explain how such uncertainty inhibits the compassion process. We then argue that understanding the accomplishment of compassion in the midst of uncertainty necessitates regarding compassion as an enactment of courage, and we incorporate insights from the organizational literature on everyday courageous action into compassion theory. We conclude with a discussion of implications in which we underscore the importance of organizational support for the expression of suffering and the doing of compassion, and we also consider directions for future research.

Links: <http://journals.sagepub.com/doi/full/10.1177/0018726716673144>

The caring leader – What followers expect of their leaders and why?

Yiannis Gabriel. *Leadership* Vol 11, Issue 3, pp. 316 – 334. Sage: 2015

This paper examines the moral standing of leaders not from any particular philosophical or political vantage point, but rather from that of the followers. Followers expect leaders to be competent just as they expect professionals and others; but they also expect leaders to provide moral leadership. Followers frequently judge leaders by standards of morality that are considerably harsher than those by which they judge other people; they may also forgive leaders sins that they would not forgive in others. As a result, leaders are often cast in black and white terms as either saints or devils. The paper argues that criteria used to judge leaders are rooted in fantasy and myth as well as early life experiences, and goes on to highlight the archetype of the caring leader. This is a leader who offers personalized attention to his/her followers and is willing to go beyond the call of duty in dispatching his/her responsibilities. The paper then links the ethical archetype of the caring leader with some current discourses on the ethics of care and the obligations it creates for a caring leader. Using some illustrations from hospital leadership, the paper concludes by identifying some of the difficulties that leaders face in meeting the exigencies of an ethic of care.

Links: <http://journals.sagepub.com/doi/abs/10.1177/1742715014532482>

A Bridge over Troubled Water: On Compassion in Organizations

ROSE Nico; 2016.TEDx talk : filmed at the very first edition of TEDx EBS late in 2016, European Business School Oestrich-Winkel.

The talk is named “Dare to Foster Compassion in Organizations”. It draws on research by luminaries such as Jane Dutton, Monica Worline, Adam Galinsky, Laura Little, Jennifer Berdahl, and the late Peter Frost (and even though they are neither mentioned nor referenced on a slide explicitly, Esa Saarinen, Adam Grant, and Robert Quinn).

Links: <https://mappalicious.com/2016/11/06/a-bridge-over-troubled-water-on-compassion-in-organizations/>

Links: <https://www.ted.com/tedx/events/19848>

Links: <https://mappalicious.com/2017/02/25/my-new-tedx-talk-dare-to-foster-compassion-in-organizations/>

Wellbeing: who cares?

Javier Bajer *Strategic HR Review* Vol 16 Issue 1. Emerald : 2017

Wellbeing: who cares? Looking at the stats, most of us do. The business case for well-being is not only because it works as a perk (i.e. “if you join us, you will be able to use our cool gym”) but also because the better people are, the better our business results. In this issue, you will find a rich array of case studies and opinion pieces to inspire you: In *The Future of Workplace Wellness Programs*, Sam Ho looks at how technology, health plan design and employee communications can improve workplace wellness programs. In *Why Wellbeing in the Workplace Matters*, Beate O’Neil explores the reasons why companies should invest in wellness programs and advises on how to implement one, based on in-depth research carried out by Punter Southall Health and Protection. In *Healthcare Financial Management: The Missing Piece of the Employee Wellness Puzzle*, Tom Torre discusses the nexus between employees’ financial health and their physical health – highlighting the need for employee education on this issue. In *Measuring the People Fleet: General Analysis, Interventions and Needs*, Ian Hesketh and Cary Cooper examine how employee well-being is identified and categorized in the workplace and how management information is used to target workplace interventions. In *Mindfulness: Performance, Wellness, or Fad?* Christopher Altizer explores the concept of mindfulness as an emerging employee wellness and performance solution and how HR departments can put it to use in their organizations.

Links: <http://www.emeraldinsight.com/toc/shr/16/1>

Human resource management and employee well-being: towards a new analytic framework

GUEST, David E.; *Human Resource Management Journal* Volume 27, Issue 1, January 2017, Pages 22–38. John Wiley :2017

The mutual gains model suggests that HRM should benefit both individuals and organisations. However, the dominant models within HRM theory and research continue to focus largely on ways to improve performance, with employee concerns very much a secondary consideration. Furthermore, pressures at work and in society more widely are creating an increasing threat to employee well-being. If employee concerns and the threats to well-being are to be taken seriously, a different analytic framework for HRM is required. The article sets out an alternative approach to HRM that gives priority to practices designed to enhance well-being and a positive employment relationship, proposing that both elements are essential. Evidence is presented to support the choice of practices and to argue that these also hold the potential to improve both individual and organisational performance. It therefore offers a different path to mutual gains.

Links: <http://onlinelibrary.wiley.com/doi/10.1111/1748-8583.12139/abstract>

Links: <http://search.ebscohost.com/login.aspx?direct=true&AuthType=cookie,url,ip,uid&db=plh&AN=121299330&site=ehost-live&scope=site>

Building the Case for Mindfulness in the Workplace

The Mindfulness Initiative : 2016

This publication is primarily intended as a resource for those developing a business case for mindfulness training within their own organisation. It provides an updated summary of the research evidence, narrative rationales addressing different organisational needs, case studies and a range of toolkits to help with programme planning, implementation and evaluation. The document has been developed by a volunteer working group convened by the Mindfulness Initiative and made up of champions from private sector companies including BT, EY, GE, GSK, HSBC and Jaguar Land Rover, supported by leading workplace mindfulness trainers and researchers. In response to the findings and recommendations of the Mindful Nation UK report, the group has tried to address the lack of publicly available information about implementing best-practice mindfulness training in the workplace, and encourages organisations to evaluate their programmes in order to develop the evidence base. It will be iteratively developed over time as capacity allows.

Links: <http://www.themindfulnessinitiative.org.uk/publications/building-the-case>

Mindfulness in organisations Case studies of organisational practice

CARTER Alison; TOBIAS J; SPEIGELHALTER K; IES Publications : 2016. IES HR Network Paper 127 Mindfulness is popularly thought of as techniques for meditation, yet the idea includes far more than just contemplative practices. The concept of mindfulness is thus climbing the agenda in organisations worried about the effect of constant unpredictable change on the wellbeing of employees. The use of mindfulness-based interventions is growing in many business sectors but questions remain about whether it is an entirely appropriate and helpful intervention for individuals within workplace settings and, if so, whether it has potential as a more strategic tool for supporting change. This HR Network paper builds on previous IES work on mindfulness, and draws on findings from research conducted alongside Cranfield University School of Management during 2015-16. It aims to respond to the demand from HR Network members for more detail on how companies might implement mindfulness programmes, the results and the lessons learned.

Links: <http://www.employment-studies.co.uk/resource/mindfulness-organisations>

Emotional Agility: Get Unstuck, Embrace Change and Thrive in Work and Life

Susan David. Penguin: 2017.

Drawing on more than twenty years of academic research, consulting, and her own experiences overcoming adversity, Susan David PhD, a psychologist and faculty member at Harvard Medical School, has pioneered a new way to enable us to make peace with our inner self, achieve our most valued goals, make real change, and live life to the fullest. Susan David has found that emotionally agile people experience the same stresses and setbacks as anyone else, but know how to unhook themselves from unhelpful patterns, and how to create values-based success with better habits and behaviours. Emotional agility is a process that enables us to navigate life's twists and turns with self-acceptance, clear-sightedness, and an open mind. The process isn't about ignoring difficult emotions and thoughts. It's about holding those emotions and thoughts loosely, facing them courageously and compassionately, and then moving past them to ignite change in your life. "Compassion gives us the freedom to redefine ourselves as well as the all-important freedom to fail, which contains within it the freedom to take the risks that allow us to be truly creative."

Links: <http://www.susandavid.com/new-index/> Links: https://youtu.be/VM5V6_CkYCo

Links: <https://hbr.org/2013/11/emotional-agility>

Links: <http://knowledge.wharton.upenn.edu/article/how-achieving-emotional-agility-can-help-you-at-work-and-in-life/>

An integrative conceptualization of organizational compassion and organizational justice: a sensemaking perspective

SHAHZAD Khuram; MULLER Alan R;

Business Ethics: A European Review. Apr 2016, Vol. 25 Issue 2, p144-158. Wiley: 2016.

Organizational scholars tend to view justice and compassion as incompatible. While both have important functions in organizational life, compassion's affective elements appear difficult to synthesize with the reasoning and impartiality that underlie the concept of justice. We draw on theoretical arguments from the sensemaking perspective to argue that we can integrate organizational compassion and organizational justice conceptually because both are inherently dynamic processes that rely on emotional and cognitive components, and both are shaped by the social context of the organization. Based on this integrative conceptualization, we propose a construct we call 'compassionate organizational justice', in which compassion becomes an integral element of an organization's justice requirements and members' fairness perceptions, and that those justice perceptions in turn inform future instances of organizational compassion.

Links: <http://search.ebscohost.com/login.aspx?direct=true&AuthType=cookie,url,ip,uid&db=plh&AN=113465801&site=ehost-live&scope=site>

Links: <http://onlinelibrary.wiley.com/doi/10.1111/beer.12112/abstract>

Caring to change: How compassionate leadership can stimulate innovation in health care

WEST Michael A; ECKERT Regina; COLLINS Ben; CHOWLA Rachna; Kings Fund : 2017

This paper looks at compassion – which involves attending, understanding, empathising and helping – as a core cultural value of the NHS and how compassionate leadership results in a working environment that encourages people to find new and improved ways of doing things. It also describes four key elements of a culture for innovative, high-quality and continually improving care and what they mean for patients, staff and the wider organisation: inspiring vision and strategy; positive inclusion and participation; enthusiastic team and cross-boundary working; support and autonomy for staff to innovate. The paper also presents case studies of how compassionate leadership has led to innovation. This work was supported by the Health Foundation.

Links: <https://www.kingsfund.org.uk/publications/caring-change>

Links: <https://www.kingsfund.org.uk/audio-video/michael-west-collaborative-compassionate-leadership>

Links: <https://www.kingsfund.org.uk/blog/2017/09/compassion-and-innovation-nhs>

Links: <http://www.nhscompassion.org>

The International Journal for Mindfulness and Compassion at Work

co-edited by Margaret Chapman-Clarke and Liz Hall. 2017

This online journal is aimed at all those involved or hoping to be involved in spreading mindfulness and compassion into the workplace. The journal, which will be published bi-annually, aims to offer inspiration, support, guidance and provocation, including through the sharing of case studies, research, updates, and creative expressions such as poetry. More generally, this initiative, which also sees the launch of the International Summit for Mindfulness and Compassion at Work (first event, 25-26 May, Madrid), seeks to play a part in transforming our workplaces – and society in general – to be places where all can flourish.

Links: <http://www.theijmc.com/wp-content/uploads/2017/05/IJMC-Issue-1-May-2017.pdf>

Links: <http://www.theijmc.com/>

Compassion interventions: The programmes, the evidence, and implications for research and practice

KIRBY James; *Psychology and Psychotherapy: Theory, Research and Practice*. British Psychological Society : 2016.

Over the last 10-15 years, there has been a substantive increase in compassion-based interventions aiming to improve psychological functioning and well-being. This study provides an overview and synthesis of the currently available compassion-based interventions. What do these programmes look like, what are their aims, and what is the state of evidence underpinning each of them? This overview has found at least eight different compassion-based interventions (e.g., Compassion-Focused Therapy, Mindful Self-Compassion, Cultivating Compassion Training, Cognitively Based Compassion Training), with six having been evaluated in randomized controlled trials, and with a recent meta-analysis finding that compassion-based interventions produce moderate effect sizes for suffering and improved life satisfaction. Although further research is warranted, the current state of evidence highlights the potential benefits of compassion-based interventions on a range of outcomes that clinicians can use in clinical practice with clients. There is a need to examine the potential benefits of compassion in the education system and in organizational workplaces.

Available on Australia21's Mindful Futures Network, established to provide a national space for Australians investigating the organisational and societal benefits of mindfulness, empathy and compassion.

Links: <http://australia21.org.au/mindfulfutures>

Links: <http://australia21.org.au/wp-content/uploads/2016/09/Kirby-2016-Compassion-interventions-overview-synthesis.pdf>

Infinite vision : How Aravind became the world's greatest business case for compassion

MEHTA Pavithra K.; SHENOY Suchitra; Berrett-Koehler : 2011.

The Aravind Eye Care System reinvented the rules of business to restore sight to the blind. Based in India, it is the world's largest provider of eye care and delivers surgical outcomes that equal or surpass those of developed countries-at less than 1 percent of the cost. In thirty-five years it has treated over 32 million patients, the vast majority for free. Those who can pay choose what they pay, and there is no paperwork. Refusing to rely on donations, Aravind is self-sustaining and highly profitable. Its baffling model is the subject of a popular Harvard Business School case study and has won admiration from Peter Drucker, Bill Clinton, and Muhammad Yunus. Infinite Vision is the first book to probe Aravind's history and the distinctive philosophies, practices, and values that unleashed its phenomenal success. The authors share Aravind's improbable evolution from an eleven-bed eye clinic founded by Dr. G. Venkataswamy, a retired surgeon with crippled fingers, no money, and a magnificent dream. Drawing inspiration from his spirituality and, of all things, the low-cost, high-volume, standardized approach of fast-food franchises, Dr. V. and his team (which includes thirty-five ophthalmologists from his family) created an organization that has treated everyone from penniless farmers to the president of India. How does Aravind flourish while flouting conventional logic at every turn? What can enterprises worldwide learn from it? Infinite Vision reveals the power of a model that integrates innovation with empathy, service with business principles, and inner change with outer transformation. It shows how choices that seem naive or unworkable can, when executed with wisdom and integrity, yield powerful results-results that light the eyes of millions.

Links: <https://www.bkconnection.com/books/title/infinite-vision>

Enhancing meaningfulness in the workplace: testing the effect of a personal development initiative

FLETCHER Luke; ROBINSON Dilys; Chapter 19 In: Making a difference with psychology, Richard Benjamin Trust : 2017.

The aim of the project was to find out what impact promoting positive outcomes, as opposed to preventing negative outcomes, would have on employees. The research compared the impact on employees who received two different personal development interventions with those who did not receive any intervention. One intervention focused on meaningfulness, the other on stress management. The primary objective was to establish whether taking part in a meaningfulness intervention could increase levels of engagement and behaviours that can enhance performance at work. Comparing the effects of this intervention with the effects of a more traditional stress management intervention enabled us to examine what was unique about the meaningfulness intervention and its effects.

How does psychology make a difference to people's lives? Can we use it to improve attitudes towards refugees? Can it promote exercise and better mental health among teenagers? And can psychology help people to deal with their never-ending work emails? The trustees and grantees of the Richard Benjamin Trust have been devoted to answering questions such as these since the Trust began giving out grants in 2010. Now the Trust has come to a close, we have put together a book summarising and celebrating the differences that our projects have made. The book is an accessible summary of 28 of our quirky and innovative projects, each of which illustrates how psychology can make a positive difference to communities, healthcare, or workplaces.

Links: <http://www.richardbenjamintrust.co.uk/>

Links: <http://www.employment-studies.co.uk/news/new-ies-book-chapter-meaningfulness-work>

Measuring Wellbeing Series : Measurement really matters: discussion paper 2

HUPPERT Felicia A;

What Works Centre for Wellbeing: 2017.

Professor Felicia A. Huppert argues that if wellbeing is multi-dimensional, it needs to be measured in a multi-dimensional way. This discussion paper is part of the Measuring Wellbeing series, taking you through perspectives from practice, academia and policy, highlighting successes, views and challenges. We have case studies of organisations that are measuring and evaluating what really matters; academic perspectives on how we can measure wellbeing well; and views from policy of how these options work in practice. There are many instrumental benefits of a high level of subjective wellbeing, and these benefits are frequently cited as the reason for its importance. There is evidence that people with high levels of wellbeing learn more effectively, are more productive and more creative, have better relationships, and better health and life expectancy (e.g. Lyubomirsky, 2008; Ryan and Deci, 2001). However, the real reason why wellbeing matters is not its instrumental benefits. They are merely a by-product of a high level of wellbeing. The real reason wellbeing matters is that it is an end in itself – an ultimate good. Felicia A. Huppert is Emeritus Professor of Psychology and Director of the Well-being Institute, University of Cambridge, UK and Professor, Institute for Positive Psychology and Education, Australian Catholic University, Sydney, Australia

Links: <https://www.whatworkswellbeing.org/product/measurement-really-matters-discussion-paper-2/>

Links: <https://www.psychol.cam.ac.uk/well-being-institute>

Developing managers to manage sustainable employee engagement, health and well-being Research report – phase 2 February 2017

Rachel Lewis, Emma Donaldson-Feilder and Kate Godfree. CIPD Affinity Health at Work : 2017 Sponsored by the CIPD, Institution of Occupational Safety and Health (IOSH) and the Affinity Health at Work Research Consortium, Affinity Health at Work has conducted research to review all the evidence available about what affects the success of developing managers who support employee engagement, health and well-being. Phase 2 of the research builds on the original phase of research conducted in 2014, and introduces the new resources and tools which have been developed since then. These resources build on earlier work conducted in 2014 and are grounded in research which looked at both academic and practitioner literature. They include a simplified model and checklists highlighting the range of factors which can enhance or reduce the effectiveness of management development programmes, with the aim of supporting organisations in implementing them effectively. They also include a maturity model to help organisations establish their current stage of development.

The CIPD is the professional body for HR and people development. The not-for-profit organisation champions better work and working lives and has been setting the benchmark for excellence in people and organisation development for more than 100 years. It has more than 140,000 members across the world, provides thought leadership through independent research on the world of work, and offers professional training and accreditation for those working in HR and learning and development.

Links: <https://www.cipd.co.uk/knowledge/culture/well-being/developing-managers-report>
www.cipd.co.uk

AMR Care and Compassion in Companies and Organizations

DUTTON Jane E; Academy of Management : 2013

In part one of this brief four part video series, Prof. Jane Dutton provides an introduction to Academy of Management Review's Special Topic Forum on the subject of care and compassion in companies and organizations, the podcast of the panel discussion, as well as her thoughts on this topic.

Links: <https://www.youtube.com/playlist?list=PLU-uzN0D6ikwDWMhPMI7nyLvPeT5YFBO4>

Care and compassion through an organizational lens : opening up new possibilities.

Rynes, Sara; BARTUNEK, JEAN M; DUTTON Jane E; MARGOLIS Joshua D

Academy of Management Review. Oct 2012, Vol. 37 Issue 4 Academy of Management : 2012

In this article we introduce AMR's Special Topic Forum on Understanding and Creating Caring and Compassionate Organizations. We outline why the time is right for such a forum, uncover scholarly and philosophical roots of a focus on compassion and care, and provide a brief introduction to the diverse and rich set of articles contained in this forum. We describe the innovative theorizing uncovered by the special issue articles and summarize the rich set of possibilities they suggest for the practice of organizing.

Links: <http://aom.org/Multi-Media/Academy-of-Management-Review/Special-Topic-Forum--Care-and-Compassion.-Introduction.aspx?terms=compassion>

Links: <http://amr.aom.org/content/37/4.toc>

Links:

<http://search.ebscohost.com/login.aspx?direct=true&AuthType=cookie,url,ip,uid&db=plh&bquery=JN+%26quot%3bAcademy+of+Management+Review%26quot%3b+AND+DT+20121001&type=0&site=ehost-live&scope=site>

Moral Emotions and Ethics in Organisations: Introduction to the Special Issue.

Deanna Geddes, Dirk Lindebaum, Yiannis Gabriel. *Journal of Business Ethics*. Apr 2017, Vol. 141 Issue 4, p645-656, Fox School of Business Research Paper No. 16-025.

The aim of our special issue is to deepen our understanding of the role moral emotions play in organisations as part of a wider discourse on organisational ethics and morality. Unethical workplace behaviours can have far-reaching consequences — job losses, risks to life and health, psychological damage to individuals and groups, social injustice and exploitation and even environmental devastation. Consequently, determining how and why ethical transgressions occur with surprising regularity, despite the inhibiting influence of moral emotions, has considerable theoretical and practical significance to management scholars and managers alike. In this introduction, we present some of the core arguments in the field; notably, the effect of organisational life and bureaucracy on emotions, in general, and moral emotions, in particular; the moral standing of leaders, managers and followers; moral challenges raised by obedience and resistance to organisational power and ethical blindspots induced by what may appear as deeply moral emotions. These issues are explored by a collection of geographically diverse articles in various work contexts, which are thematically organised in terms of (i) moral emotions, ethical behaviour and social pressure, (ii) moral emotions and their consequences within/across levels of analysis, (iii) psychoanalytic perspectives on the management of moral emotions, (iv) virtue and moral emotions and (v) moral emotions and action tendencies. We end by suggesting certain avenues for future research in the hope that the endeavour initiated here will inspire improved practice at work.

Links: <http://search.ebscohost.com/login.aspx?direct=true&AuthType=cookie.url.ip.uid&db=plh&AN=122081943&site=ehost-live&scope=site>

Links: https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2783927

Top executive leaders' compassionate actions: An integrative framework of compassion incorporating a Confucian perspective

Wei, Hongguo; Zhu, Yunxia; Li, Shaobing; *Asia Pacific Journal of Management*. September 2016, Vol. 33 Issue 3, p767-787. Springer : 2016.

This paper sets out to develop a theoretical framework for understanding compassion. It contributes to the research of compassion from an indigenous theory perspective to complement the Western theory of this important topic. We do this by adopting self-cultivation, a Confucian indigenous theoretical perspective based on xin (mind-heart) to guide our grounded study and thus develop an integrative framework. With an analysis based on extensive interviews with top executive leaders in Chinese enterprises, we thus show that (1) integrating compassion and self-cultivation enriches our understanding of the moral growth of compassion; (2) compassion affects performance outcomes at the individual, relational, and organizational levels; and (3) self-cultivation and compassion have an ultimate interaction effect on organizational performance outcomes.

Links: <https://link.springer.com/article/10.1007/s10490-016-9463-2>

<http://search.ebscohost.com/login.aspx?direct=true&AuthType=cookie.url.ip.uid&db=plh&AN=117574076&site=ehost-live&scope=site>

What is a good job? Analysis of the British 2012 Skills and Employment Survey

OGBONNAYA Chidiebere; DANIELS Kevin. What Works Centre for Wellbeing : 2017.

In total, some 3200 workers completed the survey from across Great Britain. We asked whether it was possible to identify a small number of categories or types of jobs that could summarise relationships between work and employment practices that make up 'good' (or 'bad') jobs for wellbeing.

Links: <https://www.whatworkswellbeing.org/product/what-is-a-good-job/>

Links: <https://www.whatworkswellbeing.org>

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