CONCEPT

Workplace Happiness Strategy: Happiness Officer Role, Drivers and Initiatives

4 – 8 January 2027
London - Central London four-star



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Introduction:

Workplace happiness programmes often start with office parties, free snacks and a new job title, while the real sources of unhappiness such as unfair workloads, invisible effort and no say in how work is done stay untouched. Scores barely move and staff grow cynical about mandatory fun. This Core Concept course gives HR, employee experience and happiness officers an evidence-based method to diagnose happiness drivers, define the happiness officer mandate, select initiatives and prove their effect. Participants produce a Workplace Happiness Strategy and 12-Month Initiative Plan.

Course Objectives:

- Explain the evidence on happiness at work using the PERMA model, self-determination theory and hygiene versus motivator factors
- Diagnose team happiness with pulse items, eNPS and driver analysis across meaning, autonomy, relationships, recognition, growth and fairness
- Draft a happiness officer charter that sets mandate, reporting line, ambassador network and the limits of the role
- Assemble a balanced happiness initiative portfolio covering recognition, celebration, job crafting and flexible work options
- Coach line leaders on daily behaviours that raise happiness and spot happiness-washing before it erodes trust
- Track happiness initiatives with an impact scorecard and a return-on-investment estimate for sponsors

Target Audience:

- HR generalists responsible for staff happiness, recognition and workplace culture activities
- Employee experience team members who run pulse surveys and act on staff feedback
- Designated happiness or wellbeing officers accountable for an organisation's happiness agenda
- Internal happiness ambassadors and culture champions who organise team-level initiatives
- Reward and recognition coordinators who run appreciation schemes, awards and milestone celebrations

Course Outline:

Day 1: The Science of Happiness at Work and Your Starting Point

- Happiness, Wellbeing, Satisfaction and Engagement: Working Definitions and Overlaps
- PERMA Model Elements Applied to Everyday Work Experiences
- Self-Determination Theory Needs: Autonomy, Competence and Relatedness on the Job
- Herzberg Hygiene Factors Versus Motivators in Happiness Diagnosis
- Happiness Baseline Inventory: Turnover, Sick Leave, Recognition Data and Existing Perks

Day 2: Happiness Drivers, the Happiness Officer Role and Diagnostic Instruments

- Six Happiness Drivers Map: Meaning, Autonomy, Relationships, Recognition, Growth and Fairness
- Job Characteristics Model: Skill Variety, Task Identity, Task Significance and Feedback
- Happiness Officer Charter: Mandate, Reporting Line, Ambassador Network and Role Limits
- PERMA-Profiler and Job Satisfaction Survey Items for Happiness Pulse Checks
- eNPS Scoring, Driver Analysis and Team Happiness Heat Map

Day 3: Building the Happiness Strategy and Initiative Portfolio

- IHI Joy in Work Steps: Asking What Matters and Removing Daily Irritants
- Happiness Initiative Portfolio Matrix: Effort, Reach and Driver Coverage
- Recognition and Celebration Programme Design: Peer Thanks, Milestones and Team Wins
- Job Crafting Workshops: Task, Relational and Cognitive Crafting Exercises
- Flexible Work Options Menu: Schedules, Location and Workload Agreements

Day 4: Leader Behaviours, Proving Impact and Avoiding Happiness-Washing

- Leader Happiness Behaviours Checklist: Voice, Fairness, Appreciation and Autonomy Support
- Happiness Impact Scorecard: Leading and Lagging Indicators
- Happiness Programme ROI Estimate: Retention, Absence and Productivity Links
- Happiness-Washing Warning Signs: Mandatory Fun, Perk Inflation and Ignored Hygiene Factors
- Handover Points to Wellbeing Support, Grievance Routes and Employee Assistance Services

Day 5: Case Work: Workplace Happiness Strategy and 12-Month Initiative Plan

- Hospitality and Public Service Case Files: Falling Happiness Pulse Scores
- Driver Gap Diagnosis from Case Survey, eNPS and Exit Comments
- Happiness Strategy Canvas: Aspiration, Priority Drivers, Initiatives and Owners
- 12-Month Happiness Initiative Calendar with Budget Lines and Scorecard Targets
- Happiness Council Pitch and Sponsor Challenge Session

Skills You Will Gain:

- Happiness Driver Diagnosis
- Pulse Survey and eNPS Interpretation
- Happiness Officer Mandate Setting
- Initiative Portfolio Prioritisation
- Recognition Scheme Design
- Job Crafting Facilitation
- Happiness Impact Measurement
- Tokenism Risk Screening

Why Attend This Course:

- Leave with a Workplace Happiness Strategy and 12-Month Initiative Plan tested against sponsor challenge
- Replace perk-driven activity with initiatives aimed at the drivers your own staff rate lowest
- Give line leaders a short list of daily habits that lift team happiness without extra budget
- Compare happiness programmes with HR and happiness officers from hospitality, public service, finance and industry

Conclusion:

Happiness at work rises when organisations fix what frustrates people and strengthen what gives work meaning, rather than adding perks on top of unfair conditions. The course moves from the science of wellbeing and a baseline review, through happiness drivers, the happiness officer role and diagnostic instruments, to strategy, recognition, job crafting and flexible work, then to leader behaviours, impact measurement and the warning signs of happiness-washing. The final day produces a Workplace Happiness Strategy and 12-Month Initiative Plan ready for sponsor approval.