



# How to build a happy and successful team

When your team is thriving, everything works better. People are more engaged, more creative, and more likely to stick around. They support each other, solve problems faster, and consistently deliver high-quality work. They're simply more successful — and a whole lot more enjoyable to lead.

# Why your team's happiness matters

Running a happy team isn't just a nice idea — it's a smart one.

The truth is, happy teams don't just feel good — they do good. Over years of research, we've seen clear patterns in how happiness shows up in team performance. We call these the **Seven Successes of Happy Teams**.

## THE SEVEN SUCCESSES OF HAPPY TEAMS

- ✓ | **STABLE** - Lower staff turnover and stronger relationships.
- ✓ | **ENERGETIC** - Positive momentum that gets things done.
- ✓ | **COLLABORATIVE** - True teamwork that breaks silos.
- ✓ | **CREATIVE** - Open-minded, solution-focused thinking.
- ✓ | **ATTRACTIVE** - They draw in talent, trust, and opportunity.
- ✓ | **EFFECTIVE** - Consistently high performance.
- ✓ | **PROFITABLE** - Better value with less waste.

This guide is here to help you unlock these seven wins, by measuring and growing happiness in your team — and why it's one of the most powerful things you can do as a leader.

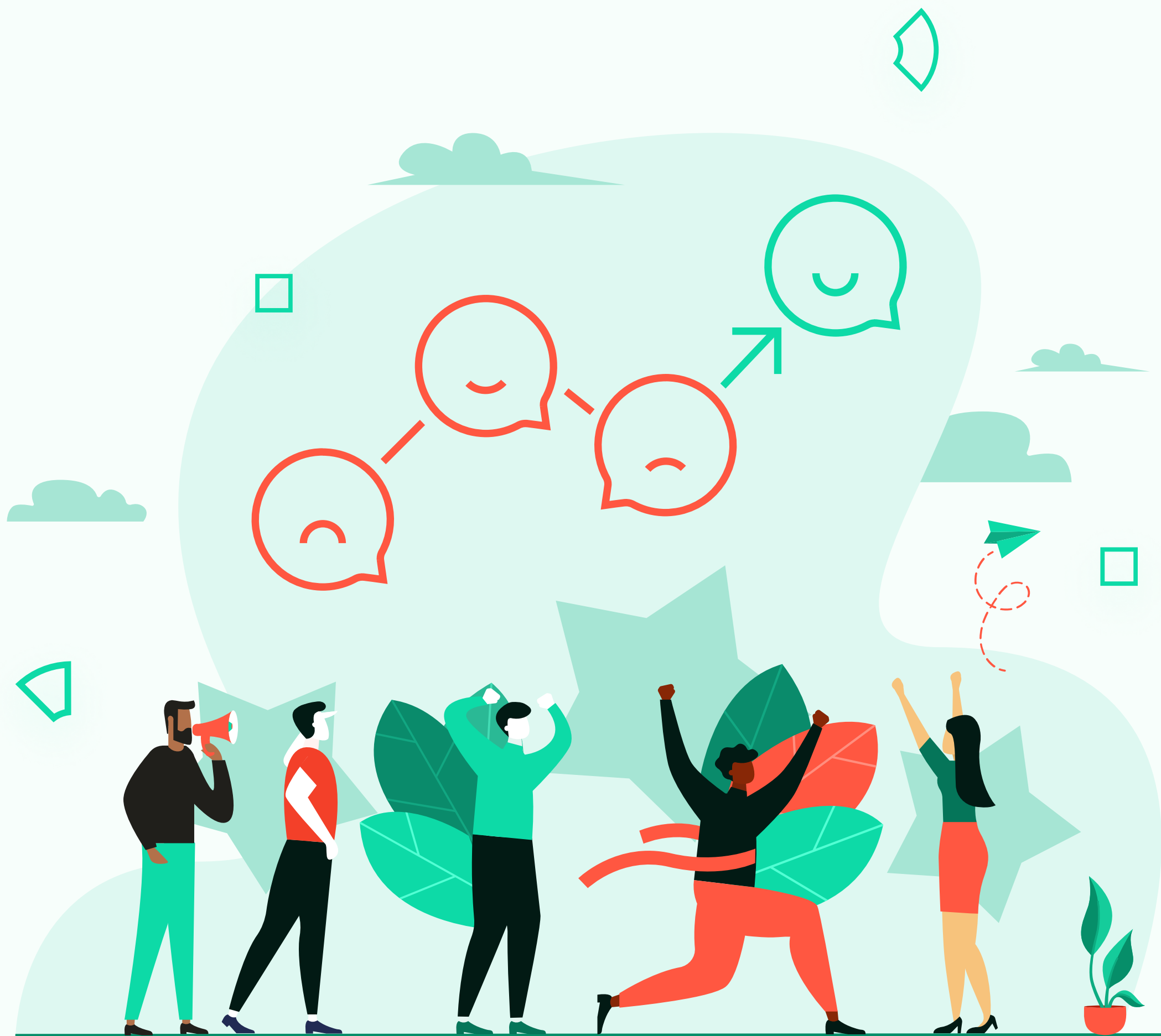
**Happy teams aren't just easier to lead...**

**They're better in every way.**

# Friction, flow and everyday experience

When it comes to happiness at work, our everyday experience of work is a great place to begin.

It's where your team spends most of their time — and where happiness can quietly grow or slowly drain away.



When things go smoothly, people experience **flow** — that satisfying state where challenges match skills and work just clicks.

But when there's too much **friction** — unnecessary blockers, poor systems, or interpersonal tension — energy is lost, and frustration builds.

**Your job as a team leader? Reduce friction. Create flow.** Help people feel like they're making progress in their work — not constantly pushing through mud. It's one of the simplest and most effective ways to boost both happiness and performance.

# The Five Ways to Happiness at Work

Of course, day-to-day work is only part of the story. Equally important is how your team works together — your culture. And culture is powerful. It sets the tone for everything.

We've identified five key drivers that make up great team and organizational culture. We call them the **Five Ways to Happiness at Work**.



The Five Ways aren't abstract values — they're practical tools to help you improve how your team functions. They offer a shared language to talk about what's working and what needs attention.

This is how the Five Ways to Happiness at Work works in teams:



## CONNECT

Build relationships. Support each other. Celebrate wins together.



## BE FAIR

Respect people's time, needs, and contributions. Give credit. Be flexible.



## EMPOWER

Trust people to do great work. Give autonomy. Encourage ownership.



## CHALLENGE

Set realistic goals. Make work engaging. Help people grow.



## INSPIRE

Share purpose. Remind people why their work matters.

No team gets all five perfect all the time. But when people regularly experience even some of them, they tend to be more motivated, more collaborative, and yes — happier.

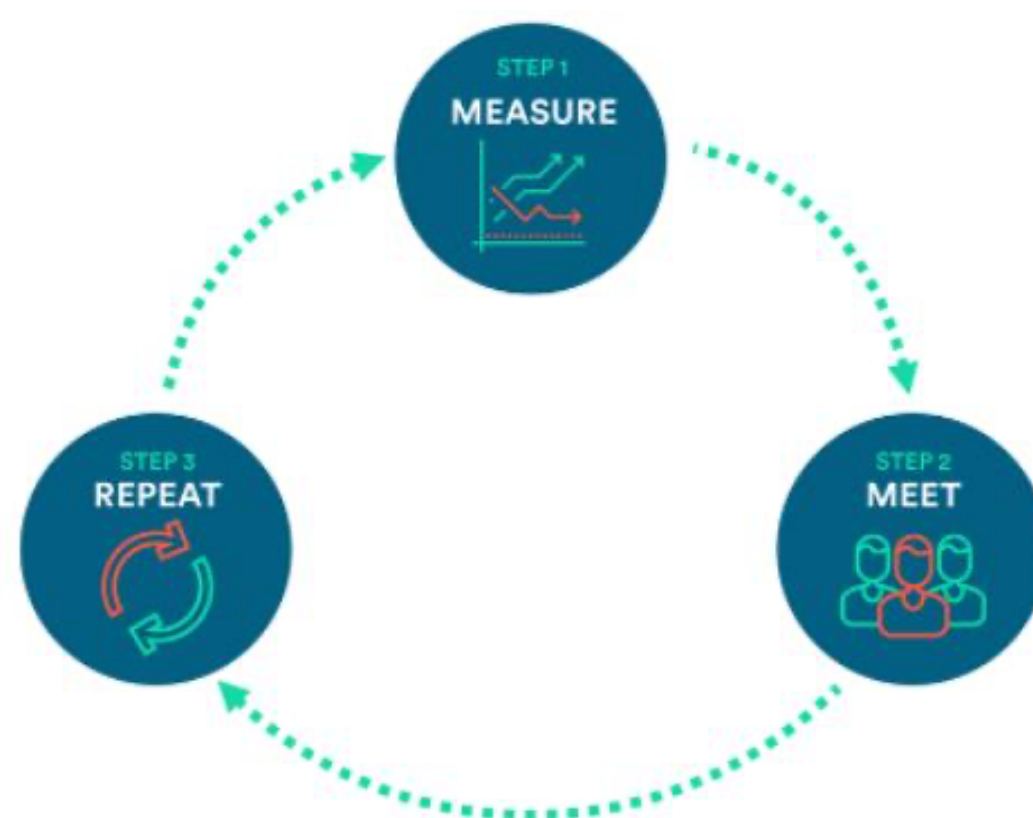
**Better culture, better work, better results.**



# Measure, Meet, Repeat

Happy teams don't just happen — they're built over time. And the best way to build one? Measure what matters, meet to reflect, and repeat regularly.

So how do you build happiness into the rhythm of your team?



**Measure – Meet – Repeat** is the framework for a regular, positive, habit. This cycle helps you stay tuned in to your team's experience and take practical steps to improve it. There are two speeds to this in Friday Pulse:

## HAPPINESS PULSE CHECK-INS



These are quick check-ins, either weekly or monthly, to track how people are feeling, celebrate wins, and address small frustrations before they pile up. It's fast, light, and keeps team dynamics visible.

## CULTURE PROFILE CHECK-UPS



A deeper dive into the Five Ways each quarter allows teams to go deeper; reflecting on how they're working together, discussing key themes, and agreeing on small changes to try. It's designed to be empowering, participatory, and help you build trust over time.

Teams that regularly Measure – Meet – Repeat don't just spot problems earlier — they build momentum. They create a shared sense of ownership, adapt faster, and grow stronger.

You don't need to be an expert facilitator. You just need to create space for honest conversations and be open to learning together.

**This isn't extra work — it's better work.**



# Your guide to team pulse check-ins

As a team leader, you're at the heart of both happiness and performance at work. When your team regularly reflects on how things are going, they build stronger relationships, solve problems faster, and stay more motivated.

We know time is tight. But our research shows that short, structured check-ins — just 10–20 minutes — can make a real difference.

This guide will help you run effective check-ins. It's an easy and powerful way to celebrate wins, address frustrations early, and keep your team connected.

## ✓ | STEP 1: START ON TIME & KEEP IT SHORT

- Meet in the same rhythm you measure — weekly or monthly.
- Choose a regular time and stick to it. Consistency builds trust.
- Keep it focused. 10–20 minutes is enough to make it count.

## ✓ | STEP 2: USE THE FRIDAY PULSE PRESENTATION TO GUIDE YOUR CONVERSATION

- Go to your team results on your Dashboard and then “View presentation”
- Open with connection: Use the team-building question to start with something human.
- Look at the Happiness trendline: Has your score gone up, down, or stayed the same? Use this as a super quick temperature check.
- Celebrate wins:
  - Have team members read out their Celebrations shared. If there aren't many, ask each person to name one thing that went well last week/month.
  - Reflect on shared Thank Yous — encourage appreciation across the team.
- Address frustrations and ideas:
  - Discuss any Frustrations with curiosity. Are others feeling the same? Are there ideas from the team for resolving them?
  - Review Ideas shared and ask the team for quick improvements to how you work together.

## ✓ | STEP 3: WRAP UP AND FOLLOW THROUGH

- Finish on time. If anything needs more discussion, take them into 1:1s.
- If frustrations persist, don't let them fester — make space to talk them through.

### SET YOURSELF UP FOR SUCCESS

- ✓ | Remember, a small, regular check-in can have a big impact — not just on how your team feels, but on how it performs.
- ✓ | Use the Presentation to guide your conversation even if there's no score or shared comments that week/month. Maintaining the habit of meeting matters.
- ✓ | Keeping to the rhythm of Measure – Meet – Repeat helps sustain response rates and ensures your scores reflect your team's true experience.



# Your guide to team culture check-ups

A meeting to discuss your culture is your chance to go deeper with your team. Using your Friday Pulse Culture Profile results, you can explore what's working, what could be better, and decide on your next steps together.

We suggest you set aside at least one hour for your first discussion.

## ✓ | STEP 1: START WITH THE POSITIVES

**Goal:** Build on your team's strengths.

- Start by celebrating your team's success.
- Identify one or two areas where your team is scoring well or scores they feel proud of.
- Discuss what's behind those good scores and how to keep that momentum going.

## ✓ | STEP 2: PINPOINT YOUR CHALLENGES

**Goal:** Choose where to improve.

- Review your team's Impact Report together.
- Don't try to fix everything — ask your team to choose just one area to focus on.
- Use discussion, a quick vote, or breakout groups to choose the area of focus.

## ✓ | STEP 3: IMAGINE “WHAT GOOD LOOKS LIKE”

**Goal:** Define actions the team can take.

- Ask: What would a great score (4 or 5) look like in this area?
- Brainstorm practical steps the team can take to improve.
- Identify any resources or support you might need, and agree on what to try.

## ✓ | STEP 4: KEEP IT GOING

**Goal:** Follow up and stay engaged.

- Set a date to check in on progress.
- Adapt as needed — this is a learning process.
- Be realistic and kind to yourselves. Small steps are the ones that stick.

### SET YOURSELF UP FOR SUCCESS

- ✓ | Have your meeting locked in the diary before your Culture Profile questions have opened, so your team knows when scores will be discussed.
- ✓ | It's natural to want to tackle multiple issues, but focusing on just one area per quarter increases your chances of making meaningful progress.
- ✓ | Scores often take time to shift — don't be discouraged if it doesn't happen straight away. Keep iterating together and look for signs of positive change in how your team works and feels.