

Why Happiness? Why Now?

*A Discussion of Happiness and
Its Implications for Business*

A Harvard Business Publishing Event

Roundtable Summary

May 13, 2008
Cambridge, Massachusetts

Presented by:



With support from:



I would like to thank all of the participants in our recent discussion on happiness. We found it to be productive, stimulating, and intriguing. It was exciting to learn more about all of the research activity around happiness, mindfulness, laughter, positive psychology, and related topics. We appreciate that everyone contributed their time and insights.

In this report we have done our best to summarize what was a wide-ranging discussion. We hope that it will serve as a capsule of the ideas and knowledge that were circulating during our meeting.

The question now remaining is what happens with all of this. We hope that you will all be in touch with each other now that dots have been connected and acquaintances rekindled. We will also keep you posted on the plans for a larger gathering as they develop. Please send us updates on your work and we'll do the same with ours. We foresee a continued interest in this area from corporations and other global organizations and they will be eager to hear about the latest research and best practices.

I would like to thank The Coca-Cola Company for their support of and participation in this event. They have been enthusiastic and helpful collaborators.

Happiness to you all,

Eric McNulty
Director
Harvard Business Conferences

Key Conference Themes

Overview

Participants shared extensive knowledge about what happiness is, what contributes to it, and what results from happiness. They agreed that it is possible for individuals to utilize this knowledge to become happier. It is also possible for leaders to shape happier, more engaged, and more productive organizations, and for corporations to create and market products/services that spread happiness. Spreading happiness, by making small daily experiences more joyous, is a contagious process which can lead to a happier world and a better place to live.

Context

On May 13 in Cambridge, Massachusetts, Harvard Business Publishing, in collaboration with The Coca-Cola Company, brought together many of the world's leading thinkers on the subject of happiness.

This accomplished group (biographies begin on page 9) from a range of different fields, geographies, and areas of expertise, discussed:

- What does happiness mean to you?
- Why is happiness topical now?

Participants then divided into three smaller groups to focus on the implications of happiness for business. Each breakout group discussed and then reported back on one of the following questions:

- What are the implications of happiness for product/service design?
- What are the implications of happiness for the customer experience?
- What role, if any, should business have in promoting happiness in the greater society?

Key themes from each of the discussions are presented. In addition, graphic facilitator Heather Willems created visual summaries of the discussions, which are featured throughout this report.

Introduction



Conclusions

■ Much is known about happiness.

Over the past few decades, research has dramatically improved the understanding about what happiness is and what contributes to it. This includes research in areas such as mindfulness, compassion, and laughter. Understanding the drivers of happiness can be used to help people be happier.

■ While humans have always been interested in happiness, the subject is currently front and center.

Happiness is seemingly everywhere. Many factors contribute to this. The maturation and widespread acceptance of the field of positive psychology makes it acceptable to talk openly about happiness. Achievement of affluence causes some to increasingly focus on self actualization, and therefore on happiness. For some, the focus on happiness may stem from a desire to have more control over their lives in an out-of-control environment. And, greater availability of information may actually expose people to more situations that trigger compassion and mindfulness, increasing the interest in happiness.

■ The business community can play a key role in spreading happiness—making the world a better place.

Products, services, and marketing messages can indeed make people happier. For the business community, this represents both a responsibility and an opportunity.

The responsibility for businesses is to use their resources not just to make money, but to make a difference. The opportunity is to create products, services, brands, and entire companies that connect to a “deeper purpose.” Such a connection can bring about even more happiness, giving businesses the powerful opportunity to help change the world. (Several members of the academic community were delighted at the seriousness with which the business community—and The Coca-Cola Company in particular—are approaching the subject of happiness.)

The Coca-Cola Company's focus on happiness and connecting with a deeper purpose is most evident in the company's efforts around the idea of “live positively.” This platform will permeate the company and extend to all internal and external activities.

■ Other stakeholders should be invited to join the conversation.

Attendees agreed that happiness is contagious and, in the words of Annie McKee, “lots of intentionality can result in real change.” Most desire to continue the conversation and to increase the potential impact, including other entities such as other corporations, educators, and government and non-governmental organizations.

The Galaxy of Happiness

Overview

Over the past few decades, extensive research around happiness has led to a far better understanding of what exactly it is, how it is brought about, and what results accrue from happiness.

And as the understanding around happiness grows, so too does the business community's interest in it. Increasingly, corporations are interested in the happiness of their employees and customers, and they see businesses as having the potential to play a key role in contributing to societal happiness.

In this context, The Coca-Cola Company sees happiness as more than just the happiness associated with consuming its products. A deeper level of happiness comes from connecting a brand and a company to "purpose in life." The new "live positively" platform that will permeate the organization, both internally and externally, seeks to connect the company and its brands to a life purpose and a deeper level of happiness.

Context

Participants described their backgrounds, shared their perspectives on happiness, and responded to the question, "Where are you in the Galaxy of Happiness?" Key themes are summarized below.

Key Discussion Themes

■ **While everyone knows instinctively what happiness is, the actual definitions are broad and far reaching.**

Participants used terms to describe happiness which included: joy, contentment, satisfaction, pleasant, pleasure, love, peacefulness, harmony, well being, sense of awe, compassion, gratitude, optimism, and excitement.

Nancy Etcoff categorized happiness as a way of feeling, thinking, and being. Many participants focused on the "feeling" aspects, citing research dealing with biological, neurological, and/or physiological factors.

"Happiness is a way of feeling, a way of thinking, and a way of being."

— Nancy Etcoff

Others emphasized the "thinking" aspects of happiness. They approached happiness more from a cognitive perspective and focused on the optimistic and mindful way that happy people think and behave.

Still others discussed the "being" elements of happiness, which involve connecting with other people and encompass the notion of a higher purpose.

The group concurred that happiness is not the privilege of a select few and is not tied to economic station. Participants agreed that people in all cultures feel happiness. Carmelo Vázquez said that most people are in a good mood most of the time, even in difficult social, economic, or political situations. And even survivors of wars and natural disasters usually still feel strong positive emotions. Dan Vermeer, who trained as an anthropologist and spent time with tribes in Nepal, described the intense joy that poor shepherds in these tribes experience daily, even when they don't know where their next meal is coming from.

However, Robert Biswas-Diener explained that while all cultures experience happiness, there are cultural differences in what is experienced. In collectivist cultures, happiness is a low-arousal positive emotion, described as "peace" or "harmony." But in individualist cultures, like our Western culture, happiness is a high-arousal experience, described through words like "excitement."

■ **A key contributor to happiness is mindfulness.**

Several participants mentioned the critical role that mindfulness plays in bringing about happiness. Mindfulness is an alert state of actively noticing new things; it is about living in the moment in a non-judgmental manner. Making people more mindful makes them happier, healthier, more charismatic, and more innovative. Annie McKee's research shows that being mindful also makes people better and more inspirational leaders.

"Mindfulness is the essence of happiness."

— Ellen Langer

Also important, several participants (such as Gretchen Rubin and Carol Kauffman) described how mindfulness—as well as other positive psychology techniques that lead to happiness—can be taught and learned, giving people the ability to change their behaviors and improve their level of happiness.

■ **Happiness is both an outcome and source of good things.**

Typically when people think about and measure happiness, it is viewed as an end result. (Perhaps the ultimate measure is Gross National Happiness (GNH), coined by the King of Bhutan, as a measure of a country's happiness—not just its prosperity.)

Several participants suggested that in addition to (or instead of) thinking of happiness as an outcome or effect, it should also be viewed as cause of other good things.

"Happiness is a result, but it is also a cause—it is a source of good things."

— Carmelo Vázquez

Specifically, happiness causes motivation, engagement, and productivity; on average, happy people get better jobs, have better social networks, and work harder to achieve better lives. Thus, happiness is every bit as much a cause as it is an effect.

"The data shows that happiness is not an outcome; it serves a function and is sort of an emotional currency that we spend."

— Robert Biswas-Diener

■ **The concept of happiness is on the radar of the business community.**

The editors and executives from Harvard Business School Publishing are focused on finding big ideas that will impact the practice of management—and happiness has the potential to be such an area. The interest in the subject of happiness is reflected by the number of books in the mainstream press being published on this subject and the frequency of articles in both the mainstream press and business publications.

■ **Happiness touches on multiple aspects of business.**

Happiness affects the business world in that it is related to employee engagement, leadership, and customers' experiences.

▶ *Employee engagement.* Historically, employers coerced employees to work. As a result, many employees looked at (and still look at) work as something they "have to do." This results in low rates of happiness and engagement at work. Despite this reality, Angelia Herrin pointed out that many executives seem puzzled by the low rate of engagement and motivation in their organizations, not recognizing that employees want more than just compensation—they want happiness.

As employers face challenges in attracting, developing, and retaining talent, they must figure out how to make work fun and workers happy. People who are truly happy often view their work as a form of play. They are engaged, energized, motivated, and therefore work harder and longer; they love what they are doing and don't think of it as work. (Chris Meyer suggested a measure of happiness as the ratio of time spent doing "what you want to do" versus "what you have to do." He sees an opportunity to help individuals spend more of their time doing what they want to do.)

▶ *Leadership.* The happiness of senior leaders has an enormous ripple effect. Leaders who are happy and who have emotional intelligence are more likely to be inspirational and more likely to be able to effect organizational change.

▶ *Customers' experiences.* Through the products and services companies provide, they can make people happier. Examples mentioned include the joy that owners of convertibles feel when driving; the happiness associated with getting exactly what you order at Starbucks; the fun of an iPhone—and the happiness associated with Coca-Cola.

Cristina Bondolowski sees happiness as both a big idea and many small events that take place each day. In her view, companies—such as Coca-Cola—can help bring about happiness by helping individuals enjoy these daily moments.

Omar Rodriguez expressed a view shared by others when he said he believes that business can play an important role in promoting happiness and can affect the overall happiness of society.

■ **The Coca-Cola brand has long stood for happiness; now the company is taking happiness to an even deeper level.**

Marc Mathieu described the journey that The Coca-Cola Company is on. This journey began with efforts to revitalize the iconic Coca-Cola brand. The company's research led them to see happiness on three levels:

- ▶ *Level 1: Pleasure or immediate gratification.* This is short-term happiness directly related to the product experience.
- ▶ *Level 2: Social engagement.* A deeper, more lasting level of happiness that occurs when people share happy occasions with others.
- ▶ *Level 3: Purpose.* The deepest, most sustained happiness is connected to the notion of purpose in life.

During its journey, Coca-Cola came to realize that the essence of the Coca-Cola brand was more than just the promise of refreshment and more than just social engagement; the brand's greatest strength came when it stood for something (i.e. happiness in a bottle) and had a point of view about life and society—when it connected with a greater purpose. (Other iconic brands that stand for a purpose include Apple, which stands for "Think differently," and Nike, which stands for "Just do it.")

The company sees the essence of the Coca-Cola brand translating into the concept of "Living Positively." This concept relates to the choices that people make each day and the ability to create balance in life. From the company's perspective, the idea of Living Positively extends beyond the Coca-Cola brand to encompass all corporate activities, both external and internal (similar to Ecoimagination at GE).

"Brands and corporations have a role to play in making the world better, not just selling more things."

— Marc Mathieu

Denise Fonseca described how Coca-Cola has both an enormous responsibility to continue to provide happiness to the world—leveraging its brand, resources, scale, and expertise—and a tremendous opportunity. The opportunity is to evolve toward becoming a company that acts out of "enlightened self interest."

Other Important Points

■ **Laughter.** Laughter can improve your health and lead to professional success. Laughter is about play, is social, and is contagious. People are 30 times more likely to laugh when with others than when they are alone.

"Laughter is a marker for happiness...it is about play, it just happens, and it is contagious."

— Robert Provine

■ **Media.** The media has a role to play in educating the public about the research that exists on happiness, along with techniques and approaches to achieving mindfulness and happiness.

Breakout Summaries

Context

Participants divided into three breakout groups to discuss the implications of happiness for business. Each breakout group discussed and then reported back on one of the following questions:

1. What are the implications of happiness for product/service design?
2. What are the implications of happiness for the customer experience?
3. What role, if any, should business have in promoting happiness?

Key Points (Product/Service Design Group)

This group looked at products/services that commonly convey happiness (such as Disney, Kodak, and iPod) to develop some criteria to keep in mind in the product/service design process. Important considerations include:

- ▶ *Understanding how customers define happiness* and keeping customers and their happiness as a guiding light throughout the product/service design process.
- ▶ *Focusing on designing a product/service that elicits an emotional reaction.* This goes beyond the reaction from a product's features and functionality to touch the user's emotions.
- ▶ *Making small, day-to-day moments special.* Happy products take regular, mundane moments and make them special.
- ▶ *Delighting consumers by exceeding their expectations.*
- ▶ *Combining immediate pleasure, social engagement, and purpose.*

- ▶ *Incorporating the notion of "giving."* Happy products are those that one person can give to another, bringing joy to both the giver and the recipient.
- ▶ *Linking the right messages/marketing to the product/service.* Product/service design alone is not enough. Messaging needs to be consistent to establish meaning in the brand and in the product/service that is designed. It is unique and happy messaging that differentiates comparable products.

Key Points (Customer Experience Group)

This group discerned a few critical elements that are necessary for a customer experience to deliver happiness. These elements include:

- ▶ *Promoting active engagement.* Experiences that bring about happiness have the ability to actively engage consumers. Active engagement makes consumers mindful, which in turn leads to happiness.
- ▶ *Individualizing the experience.* Happy experiences such as with Starbucks or iPhone allow consumers to individualize the experience to their own personal tastes. This individualization process promotes engagement. From an operational standpoint, the individualization process doesn't provide unlimited individualization opportunities; people individualize using a menu.
- ▶ *Fostering social relations.* A key to good times and pleasure is an experience that includes positive interactions with others. These positive interactions create lasting memories.

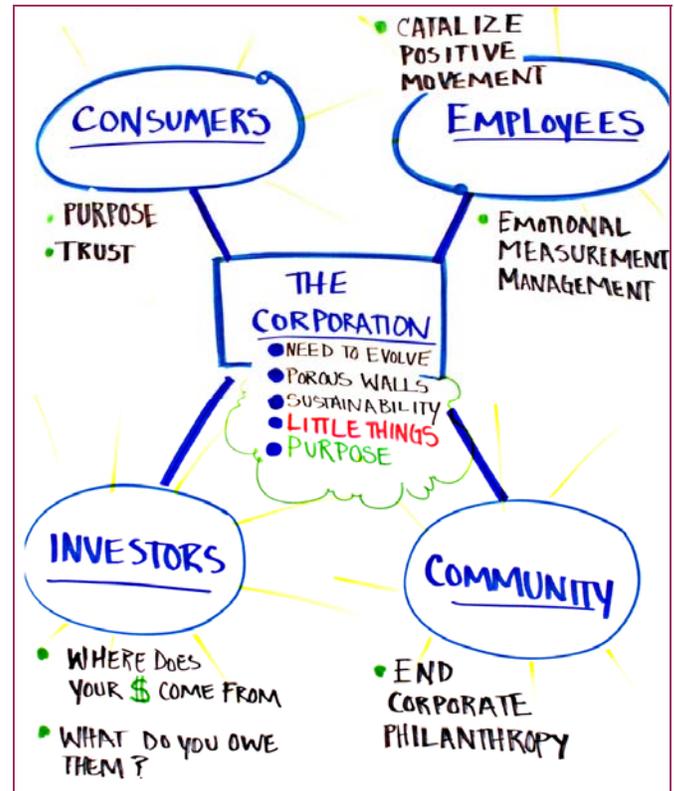
What Are the Implications for Business?



Key Points (Role of Business Group)

This group examined the overall role of business in promoting happiness. Conclusions included:

- ▶ *To promote happiness, the corporation needs to evolve.* This isn't an option; it is an imperative. This evolution will affect a company's products, people, partners, and processes.
- ▶ *How the corporation connects with each of its stakeholders must also evolve.* Ideas include:
 - **Consumers:** Building trust with consumers (as Starbucks has done) so that consumers can consume a product/service with a sense of purpose. This is deeper than branding and entails the corporation expressing a purpose that is shared by consumers.
 - **Employees:** Catalyzing positive movement by employees through many small actions that make employees happy.
 - **Community:** The corporation should evolve to make communities happy by providing what the community really needs. The idea was shared of ending corporate philanthropy. Instead of writing a check, a corporation should be engaged in providing what a community really needs.
 - **Investors:** Happiness requires understanding where a company's money comes from and deciding what the company owes to investors.



The idea was shared of a corporation creating and disseminating guiding principles, which it then self-monitors.

Biographies

Rhona S. Applebaum

Rhona S. Applebaum, Ph.D. is the Vice President and Chief Scientific and Regulatory Officer at The Coca-Cola Company where she leads the Scientific and Regulatory Affairs, Food Safety, Health and Nutrition (SFHN) department. The SFHN, which includes the Beverage Institute for Health and Wellness, is responsible for driving evidence-based scientific research programs for key platforms in nutrition, health and food safety; developing and advancing science-based regulatory strategies; communicating Company positions on science and regulatory matters; providing systems guidance on regulatory, food safety, nutrition and health issues and policies globally; and working with key stakeholder groups to advance dialogue and understanding related to critical issues concerning the products, policies and programs related to our beverages and our Company. Dr. Applebaum joined The Coca-Cola Company in 2004.

Dr. Applebaum has been appointed to serve on the Science Advisory Board of the U.S. Food and Drug Administration (FDA) through 2011, and is also currently a member of the Institute of Medicine's Food Forum, the Institute of Food Technologists' Senior Food Officials Committee, and serves on the Boards and/or the Executive Committees of the International Life Sciences Institute, the International Food Information Council, the International Food and Agribusiness Management Association, and the Sustainable Agriculture Initiative (SAI) Platform. She serves on the Grocery Manufacturers of America's Science and Regulatory Affairs Committee, and the American Beverage Association's Health and Nutrition Committee. Additionally, Dr. Applebaum serves on the Board of Advisors for the University of Georgia's Center for Food Safety and the Forsyth Health Foundation, and participates as a member of the University of Massachusetts (Amherst) Food Science Strategic Policy Alliance.

Robert Biswas-Diener

My fascination with people began in the third grade when my parents took me out of school to travel down the Amazon in a dugout canoe. Interacting with tribal people deep in the jungle provided a foundation for a lifelong curiosity about culture. This interest ultimately led me to a career traveling the world and studying happiness. My scientific pursuit of the emotional good life has led me to such far flung places as India, Greenland, Israel, Kenya, and Spain. In each of these places I have gained a little more insight into what makes people happy, and I try to apply these lessons in my own life, teaching, and coaching. My research has been featured in *Time*, *Men's Health*, *Self*, *Reader's Digest*, CNN, *Science & Spirit*, and a variety of other print and video media.

Although the most obvious aspects of culture are our differences—variation in dress, cuisine, language, and religion—I have come to realize that there are important commonalities as well: most folks seek meaningful work and hope to cultivate trusting

relationships. Positive Psychology Coaching is a process that can help you achieve these universal goals.

My coaching practice is built on my foundation as a professional psychologist. Not only do I hold a Master's Degree in clinical psychology but I have completed more than 100 hours of coach specific training and logged hundreds of hours of actual coaching! I am a teaching fellow at the Center for Applied Positive Psychology (UK), a part-time instructor of psychology at Portland State University (USA), and I serve on the editorial board of the *Journal of Positive Psychology*. I have written nearly two dozen publications on the subject of happiness in professional journals and popular magazines, and am currently finishing a co-authored book on happiness research for Wiley/Blackwell. I am also author of the book, *Positive Psychology Coaching: Putting the science of happiness to work for your clients* (Wiley, 2007), with Ben Dean.

Raymond Carvey

Ray Carvey is Executive Vice President, Chief Operating Officer, and Chief Financial Officer of Harvard Business Publishing. He joined HBP in 1995 as Chief Financial Officer. Ray is currently responsible for all enterprise-wide functions within HBP including Finance, Enterprise Technology, Customer Service, Facilities and Administration, Human Resources, Business Intelligence, and International Sales and Marketing. He is the company's primary liaison with Harvard Business School on all financial and reporting issues.

Prior to joining HBP, Ray was Vice President of Finance and Administration and Chief Financial Officer for Morgan Memorial Goodwill Industries, Inc., Chief Financial Officer of Blyth Software, Corporate Treasurer of Ingres Corporation, and Director of Financial Planning and Analysis of Charles Schwab and Company. Ray earned his undergraduate degree and his MBA at Boston College.

Illac Diaz

Illac Diaz, a student at the Harvard Kennedy School, where he is a Reynolds Foundation Fellow in Social Entrepreneurship, was recently named a Young Global Leader by the World Economic Forum. The organization he founded, Pier One, provides temporary shelter for the large transient population of seafarers in the Philippines. Pier One's innovation, housing these people by job skill, has made it easier for employers to connect with them and offer them temporary jobs. To date, Pier One has served and provided job assistance to more than 100,000 maritime workers.

Nancy Etcoff

Nancy Etcoff is a psychologist and faculty member of the Harvard Medical School and of Harvard University's Mind/Brain/Behavior Initiative. She directs the Program in Aesthetics and Well Being at the Massachusetts General Hospital Department of

Psychiatry. Etcoff has conducted research on the perception of beauty, emotion, and the brain for over fifteen years. She is the author of *Survival of the Prettiest: The Science of Beauty*, which is the subject of a one-hour Discovery Channel program.

Nancy Etcoff's work has been cited in *The New York Times*, *The New Yorker*, the *Wall Street Journal*, *Entertainment Weekly*, *Newsweek*, *O*, *Time*, *USA Today*, *Cosmopolitan*, *Elle*, *Harper's Bazaar*, *Mademoiselle*, *Vogue*, *Glamour*, *Allure*, *Fortune*, *Forbes*, *Rolling Stone*, *The New York Review of Books*, *Seed*, *Discover*, *U.S. News and World Report*, *Wired*, and many other magazines and newspapers. She has appeared as a featured guest on *Date-line*, *Good Morning America*, *The Oprah Winfrey Show*, *NPR*, and numerous other national television and radio programs.

Denise Fonseca

Denise Fonseca's current role at The Coca-Cola Company is quite simply about challenging conventional thinking to inspire game-changing moves. Her responsibility for developing future-facing strategies represents the convergence of decades of broad-based Marketing and Communications experience.

As a member of the Board of Directors of Ogilvy & Mather in South Africa, and as a Planning Director for Leo Burnett in Chicago, Denise gained 15 years of consumer communication experience grounded in the disciplines of Research, Planning and Brand Marketing

In 1996 she moved onto the client-side of the business, joining The Coca-Cola Company as Global Director of Planning. Over the past 10 years she has served as a creative and strategic consultant in every corner of the globe. Currently she heads up the global function that looks to the Future to better manage risk and identify opportunities that lie beyond the horizon.

Denise has an undergraduate degree in Psychology and a Master of Science in Business Management. She is based with her husband and daughter in Atlanta USA, the Corporate Head Quarters for The Coca-Cola Company.

Loren Gary

Loren Gary is the associate director for leadership development and public affairs at the Harvard Kennedy School's Center for Public Leadership (CPL). His responsibilities include overseeing the cocurricular programming for four public service fellowships that bring a total of 75 graduate students to Harvard each year, and also the leadership development workshops and study groups that CPL makes available to two public service fellowships at Harvard as well as the Kennedy School at large.

For more than 20 years, Loren has written about a wide array of topics including leadership, management, business and personal finance, legal affairs, and religion. His editorial experience ranges from leadership books and management publications—at Harvard Business School Publishing, he edited *Harvard Management Update* and online products—to elementary-school textbooks and academic journals about negotiation. He received an M.Div. from Harvard Divinity School, and has also worked for

church-related nonprofits and consulted to independent schools, human service organizations, and small businesses.

Angelia Herrin

Angelia Herrin is the Executive Director of Business Development at Harvard Business School Publishing, working with authors and organizations across the HBSP platforms. Angelia's journalism experience spans 20 years, primarily with Knight-Ridder newspapers and USA TODAY, where she was the Washington editor. She won the Knight Fellowship in Professional Journalism at Stanford University in 1990. She also teaches journalism at Harvard Extension School. Prior to coming to HBSP, Angelia was the vice president for content at womenConnect.com, a website focused on women business owners and executives.

Carol Kauffman

Carol Kauffman PhD ABPP PCC is an Assistant Professor at Harvard Medical School where she is in the Founding Director of the Coaching and Positive Psychology Initiative. A veteran psychoogist and coach, she has participated in over 35,000 psychotherapy and coaching sessions. She has taught at McLean Hospital, Department of Psychiatry at H.M.S. since 1985 when she became a licensed clinical psychologist. She is currently the Director of Continuing Education for the Post-Doctoral Psychology Fellows at McLean and has been a senior supervisor for over twenty-five years. Dr. Kauffman is also a Diplomate and Examiner of the American Board of Professional Psychology.

Dr. Kauffman is the Co-Editor in Chief of the peer reviewed journal *Coaching: An International Journal of Theory, Research and Practice*. She recently co-edited the *Special Issue in Positive Psychology* of the *International Coaching Psychology Review* where she is on the editorial board. She is also an ad-hoc reviewer for the *Journal of Positive Psychology* and Routledge. She has written an overview of positive psychology coaching, "Science at the Heart of Coaching," a chapter in *The Evidence Based Coaching Handbook* (pdf available at CoachingPsych.com/research)

Carol has recently offered keynotes in Positive Psychology in China, Malaysia, Portugal, Munich, London, and the first Harvard Positive Psychotherapy Conference. She consults on issues with Positive Psychology and Coaching in corporations. She is organizing Harvard Medical School's first Annual Coaching Psychology Conference to be held in Boston, September 26-27, 2008. Carol and her work are featured and quoted extensively in the media including the *NY Times*, *Wall Street Journal*, *LA Times*, *USA Today*, *BusinessWeek*, *Forbes*, and *New York Magazine* and as subject in various documentaries.

Julia Kirby

Julia Kirby is a senior editor at *Harvard Business Review*, responsible for acquiring, developing, and editing articles on a monthly basis. In her tenure at the magazine she has edited over a hundred pieces covering a wide range of topics of interest to



senior managers. She has played a particular role in shaping HBR's annual double issues, which appear every July and are devoted to major business themes. In the past three years, these have focused on the makings of a high performance organization, on improving sales management, and on managing for the long term. Other management topics of particular interest to Julia are innovation and creativity, marketing strategy, supply chain operations, and the challenges facing executive women. Julia also manages HBR's long-standing and popular "case study" department, in which management experts are invited to weigh in on fictionalized managerial dilemmas.

Prior to joining *Harvard Business Review*, Julia's career was in the management consulting industry. For Ernst & Young, and later Andersen Consulting, she worked in research centers devoted to creating next-generation consulting services and bolstering the firm's reputation for thought leadership. She is a graduate of Kenyon College.

Ellen Langer

Dr. Ellen Langer is a professor in the Psychology Department at Harvard University. Her books written for general and academic readers include *Mindfulness* and *The Power of Mindful Learning*, and the forthcoming *Mindful Creativity*.

Dr. Langer has described her work on the illusion of control, aging, decision-making, and mindfulness theory in over 200 research articles and six academic books. Her work has led to numerous academic honors including a Guggenheim Fellowship, the Award for Distinguished Contributions to Psychology in the Public Interest of the American Psychological Association, the Distinguished Contributions of Basic Science to Applied Psychology award from the American Association of Applied & Preventive Psychology, the James McKeen Cattell Award, and the Gordon Allport Intergroup Relations Prize.

The citation for the APA distinguished contributions award reads, in part, "...her pioneering work revealed the profound effects of increasing mindful behavior...and offers new hope to millions whose problems were previously seen as unalterable and inevitable. Ellen Langer has demonstrated repeatedly how our limits are of our own making."

Dr. Langer is a Fellow of The Sloan Foundation; The American Psychological Association, the American Psychological Society, The American Association for the Advancement of Science; Computers and Society; The Society for the Psychological Study of Social Issues; The Society of Experimental Social Psychologists. In addition to other honors, she has been a guest lecturer in Japan, Malaysia, Germany, and Argentina.

Marc Mathieu

Marc Mathieu is Senior Vice President for Global Marketing for The Coca-Cola Company and is responsible for all Core Global Brands, including brands such as Fanta and Sprite. He has been with The Coca-Cola Company for 9 ½ years, working in Asia and Europe managing Coca-Cola Operations first in Southeast and

West Asia, then in France and the Benelux.

Prior to joining The Coca-Cola Company, Marc spent 13 years with the Danone Group (Danone yogurts, Evian Water, etc.) in Marketing, Sales, and General Management in Europe, Asia, and North America. Marc is from France and holds a degree from the Ecole Supérieure de Commerce de Paris.

Annie McKee

Dr. Annie McKee co-founded the Teleos Leadership Institute with Frances Johnston in January 2001. Their vision: a values-based, professional consulting firm that encourages and develops values-based leadership around the world.

Annie works collaboratively with clients, students, and co-faculty to design and deliver innovative interventions to foster leadership development and organizational transformation. In Fortune 100 organizations, she works largely with the most senior level executives as an advisor, focusing on the intersection of leadership, culture, and strategy. Annie also serves on the faculty of the Graduate School of Education at the University of Pennsylvania and teaches at the Wharton School's Aresty Institute of Executive Education.

Annie is an active writer and public speaker. Most recently, and in collaboration with Richard Boyatzis, she has completed *Resonant Leadership: Renewing Yourself and Connecting with Others Through Mindfulness, Hope and Compassion*, published by Harvard Business School Press. Her other publications include *Primal Leadership: Realizing the Power of Emotional Intelligence*, written in collaboration with Daniel Goleman and Richard Boyatzis and published by Harvard Business School Press. She has also published numerous articles, including "Primal Leadership: The Hidden Driver of Great Performance" and "Reawakening Your Passion for Work" in *Harvard Business Review*.

Eric J. McNulty

Eric J. McNulty is Managing Director of Conferences for Harvard Business Publishing (HBP). In this role he is responsible for the company's global conference and event business. His primary responsibility is editorial development and he oversees production and marketing of both virtual and in-person programs. Eric has also written for *Harvard Business Review*, *Harvard Management Update*, *Strategy & Innovation*, the *Boston Business Journal*, and *Worthwhile* magazine. He edited HBP's *Innovation Alert* e-newsletter for two years and has worked with such thought leaders as Clayton Christensen, Vijay Govindarajan, Gary Hamel, Chan Kim, and Renee Mauborgne through HBP events.

Prior to joining HBSP, Eric was principal and founder of PM Collaborative—a marketing strategy consultancy serving clients such as Infiniti Motor Corporation, Legal Sea Foods, Cybersmith, and others. Previously he served in management and marketing roles at *European Travel & Life* magazine, Mark Cross, and Bloomingdale's.



Eric is a lover of food, wine, and travel. He has recently completed writing a novel that incorporates all of those themes. He holds a B.A. in Economics from the University of Massachusetts at Amherst.

Chris Meyer

Christopher Meyer is Chief Executive of Monitor Networks and writes and speaks about the trends shaping business and economic developments. His most recent book is *It's Alive: The Coming Convergence of Information, Biology, and Business*. He has also co-authored *Blur: The Speed of Change in the Connected Economy and Future Wealth* with Stan Davis, and contributed to publications such as *Harvard Business Review*, *Sloan Management Review*, *Fast Company*, *Time*, *The Wall Street Journal*, *BusinessWeek*, and *Business 2.0*.

Chris' recent research and consulting have focused on the development of the Adaptive Enterprise, helping companies create the capacity to sense, respond, and adapt to changes in their business environments.

Prior to joining The Monitor Group, Chris was the Director of the Center for Business Innovation at Cap Gemini Ernst & Young, from 1995 until its closing in December 2002. The Center fostered the conversation of leading issues among the business community, developed public conferences, established new services and businesses, and shared what it learned with business practitioners. At the CBI, he founded and served on the Board of the Bios Group, a venture that invested in applications of complexity theory to business.

Before joining Cap Gemini Ernst & Young, he was a Vice President and Group Head at Mercer Management Consulting, where from 1984 to 1995 he founded and built the firm's practice in the information industries, comprising telecommunications, hardware, software, and information services and media.

Chris holds a B.A. in both Mathematics and Economics from Brandeis University and a M.B.A. (with Distinction) from The Harvard Business School. In addition, he held a University Predoctoral Fellowship in Economics at the University of Pennsylvania.

He serves on the Board of Icosystem, the Massachusetts Innovation & Technology Exchange, the Mass Nanotech Exchange, the Rhode Island Economic Development Corporation, and the advisory Boards of LaunchCyte and Corey McPherson Nash.

Robert Provine

Robert Provine, a neuroscientist at the University of Maryland, uses interdisciplinary methods to study the development and evolution of the nervous system and behavior, including human social behavior. He obtained his Ph.D. at Washington University (St. Louis) where he studied developmental neuroscience with two of the discipline's founders. He is currently pursuing human universals such as laughing, yawning, and crying.

Provine's research is published in his book *Laughter: A Scientific Investigation*, and in over 50 peer-reviewed reports, magazine articles and book chapters. Provine believes that good science makes a good story. The hunt for compelling stories guides his research, teaching, and work with the media. The popularization of science has been an interest since local newspapers covered his work as an amateur astronomer and telescope builder while a high school student in Tulsa.

The "practice of science in the public arena" is also reflected in his authorship of *Laughter* (a second book is under contract), writing magazine articles for a general audience, and participation in dozens of television shows, from 20/20 and Good Morning America, to Scientific American Frontiers (with Alan Alda) and The Discovery Channel, and over 100 radio shows, broadcast in the U.S., South America, Europe, and Asia. Leading newspapers and magazines have featured his research, including *Newsweek*, *Time*, *The New York Times*, *The Wall Street Journal*, *The Observer*, *Times* (London), *Scientific American*, *Discover*, *New Scientist*, and *Psychology Today*, often doing several stories. *Laughter* was selected as one of The 25 Books to Remember from 2000 by the New York Public Library, and his recent articles are reprinted in two leading anthologies, *The Best American Science Writing 2006* and *The Best American Nonrequired Reading 2006*. When not doing science, Provine is a jazz musician, martial artist, amateur astronomer, and road racer of his Corvette at local tracks.

Omar Rodriguez

Omar Rodriguez is currently manager of special marketing capability projects at The Coca-Cola Company. In his current role, he has conducted research to understand the role of brand love in influencing consumer behavior as well as contributed to the integration of socio-environmental sustainability into the marketing of brands at the Company.

Prior to this assignment, Mr. Rodriguez held a number of different leadership roles in marketing communications at Coca-Cola. He was media director for Latin America where he developed the capability to manage over US\$200 million of marketing communication investments in the region. Later, as VP, Worldwide Media Director, he helped lead an effort to create and embed integrated marketing capabilities in the Coca-Cola System. He moved to China in 2005 to lead the integrated marketing department at Coca-Cola and be responsible for the marketing plans in relation to the Beijing Olympic Games.

Mr. Rodriguez holds a B.S. in communications and philosophy from Syracuse University and an MBA from Northwestern University (Kellogg).

Suzanne Rotondo

Suzanne Rotondo is the Executive Director of Teleos, a global leadership consulting firm, where she is responsible for driving strategic initiatives, internal capacity building, the development of new IP.



Suzanne is also an Executive Coach, working with leaders of organizations to rekindle their excitement for work and life, align culture with strategy, and help them create environments where the people they lead can thrive. Suzanne's passion lies in the transfer of best practices between the private, not-for-profit, and public sectors.

Prior to joining Teleos, Suzanne spent more than 15 years in the media. She was a Senior Editor with Harvard Business School Press, where she worked on business books with global thought leaders in the areas of leadership, strategy, and marketing. Before her work at HBS, Suzanne was a journalist and Founding Publisher of the weekly cultural arts newspaper, *Urbanview*, in Oakland, California.

Suzanne holds a Masters of Public Administration from Harvard University's Kennedy School of Government, and a B.A. from the University of Massachusetts, Amherst.

Gretchen Rubin

Gretchen Rubin is the author of the forthcoming book, *The Happiness Project* (HarperCollins 2009)—an account of the year she spent testing the wisdom of the ages, current scientific studies, and tips from popular culture about how to be happy—everything from Aristotle to Martin Seligman to Oprah. She has writes a popular blog, The Happiness Project, www.happiness-project.com, where she posts about happiness each day.

She is the author of the bestselling *Forty Ways to Look at Winston Churchill* and *Forty Ways to Look at JFK*, biographies which played with the biography form to capture the crucial aspects of the subject's oversized character and life. Her first book, *Power Money Fame Sex: A User's Guide*, assumed the shape of a self-help satire to expose and analyze the techniques exploited by strivers for those worldly ambitions.

Rubin received her undergraduate and law degrees from Yale and was editor-in-chief of the *Yale Law Journal*. She was clerking for U.S. Supreme Court Justice Sandra Day O'Connor when she realized she wanted to be a writer. Before making that switch, she served as a chief adviser to Federal Communications Commission Chairman Reed Hundt. For many years, she taught a seminar at Yale Law School and Yale School of Management. She lives in New York City.

Kirsten Sandberg

Kirsten D. Sandberg is the executive editor for Harvard Business School Publishing. She joined HBS Press in 1996 and has edited several bestselling business books as *Information Rules* by Hal Varian & Carl Shapiro, *The Experience Economy* by Joe Pine & Jim Gilmore, and *Unleashing the Killer App* by Larry Downes and Chunka Mui, the last of which was named by the *Wall Street Journal* as one of the best five books on business and the Internet. Recent publications include Gerald Zaltman's *How Customers Think* and *The Future of Competition* by C.K. Prahalad & Venkat Ramaswamy, selected by BusinessWeek as

one of the ten best in 2004. Another recent publication, *Simply Better* by Paddy Barwise and Sean Meehan, won the American Marketing Association's 2004 Berry prize for best marketing book of the year.

Prior to joining HBS Press, Ms. Sandberg worked at HarperCollins Publishers where she edited such bestsellers as *Inside The Tornado* by Geoffrey Moore and *The Death of Competition* by James F. Moore. Before that, she worked at Times Mirror, first in advertising and promotions and then in sales. Her media career began at WEEK-TV 25, an NBC affiliate.

Ms. Sandberg earned her B.A. degree in English and Broadcast Production from Bradley University in Peoria, Illinois. She taught English Composition at Marquette University while working toward a Masters degree.

Carmelo Vázquez, Ph.D.

Carmelo Vázquez (Ph.D.), Professor of Psychopathology, Universidad Complutense at Madrid, was a Postdoctoral Fulbright Visiting Scholar at Northwestern University (Evanston, Illinois) from 1984-86. Over the past twenty years he has conducted experimental studies on cognitive factors associated to psychopathology and has also been involved in European Union-funded epidemiological studies on mental health problems. He is a member of the editorial board of several national and international journals as well as a regular reviewer of a number of international journals. From 1992 to 1997 he served as Associate Editor of the *British Journal of Clinical Psychology* and has coauthored several books on positive psychology.

In 1997 he received the European Association of Psychological Assessment (EAPA) "Annual Award for Early Distinguished Scientific or Professional Contribution to Psychological Assessment." His research interest is currently focused on mood and cognition relationships and their relations to human resilience to depression and trauma. He has recently published several empirical studies on positive emotions in survivors of natural disasters, terrorist attacks, and other adverse conditions. Besides his academic work, he collaborates as an external advisor of Doctors Without Borders to promote resilience among its staff working in emergency situations.

Carmelo Vázquez is also a national representative of the European Network for Positive Psychology (ENPP) and belongs to the Board of Directors of the International Positive Psychology Association (IPPA) and to the International Advisory Board of the Centre for Applied Positive Psychology (CAPP, UK). He has been coordinating the Spanish version of the Positive Psychology Website led by Martin Seligman (www.authentic happiness.org).

Dan Vermeer

Dr. Daniel Vermeer is Director of Sustainable Value Chain at The Coca-Cola Company. He has extensive leadership experience in corporate strategy, innovation, risk management, and sustainability efforts, focusing especially on natural resource issues. His current work focuses on driving sustainable business practices

(environmental, social, and economic) along the entire value chain, from suppliers to customers and consumers.

Since 2002, Dan has led Coca-Cola's initiative to create and implement a global water sustainability strategy. As part of this effort, he founded Coca-Cola's Community & Watershed Partnerships initiative, bringing together Coca-Cola and various community organizations to launch over 120 new water projects in 50 countries in the last 4 years. Dan also played a central role in the

creation of the Global Water Challenge, a new multi-partner platform for innovative water and sanitation initiatives.

Before joining Coca-Cola, Dan was associate director for the Strategos Institute, and research scientist at Xerox PARC. Dan is trained as an anthropologist, and conducted field research in India and Nepal. He holds an M.A. degree from University of Virginia and a Ph.D. from Northwestern University. He is also an adjunct faculty member at Emory University.

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