

PERMA+4 Framework and Tools for Well-being in Life

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INTRODUCTION

Purpose of the workbook

For WPPA 9th Annual Conference participants to apply learnings from their well-being assessment and Positive Psychology findings to their daily work, school and personal life.

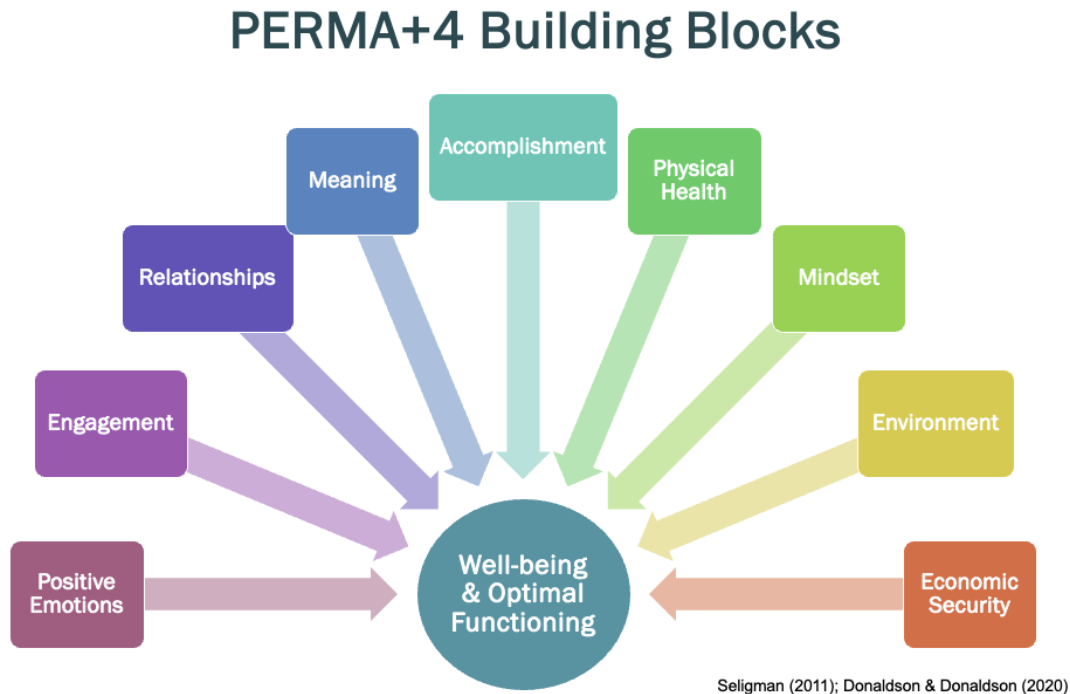
How to use the workbook in four simple steps

- (1) Complete the self-assessment on page X or refer to your completed well-being assessment report.
- (2) Based on the outcome of your assessment, identify one or two areas of focus within the PERMA+4 Framework.
- (3) Decide if you are looking for practical exercises for personal growth or as a leader.
- (4) Choose one of the practice exercise options presented and begin applying positivity and gratitude into your day

You can easily skill-build at your own pace and add other practical applications of the PERMA+4 Framework into your daily interactions.

PERMA+4 FRAMEWORK: BUILDING BLOCKS OF WELL-BEING

Overview of the model



- **Positive Emotions.** Experiencing pleasant emotions like joy, enthusiasm, gratitude, and appreciation can boost creativity, broaden thinking, and build resilience during difficult times. Whether in school or at work, positive emotions can be nurtured through acts of kindness, recognition, celebrations, and creating a culture of appreciation.
- **Engagement.** Engagement happens when people are deeply involved, focused, and energized by what they are doing—often entering a state of flow where they lose track of time. Schools and organizations can promote engagement by helping individuals align their tasks with their strengths, passions, and interests.
- **Positive Relationships.** Supportive, respectful, and authentic relationships with peers, classmates, or colleagues satisfy our need for connection and belonging. Healthy relationships encourage collaboration, trust, and personal growth. Teamwork, peer support, group projects, and open communication help foster these connections in both academic and professional settings.
- **Meaning.** Having a sense of purpose—feeling that your work or studies connect to something greater than yourself—enhances motivation and satisfaction. Whether it's contributing to a community, pursuing a meaningful career, or engaging in service-oriented projects, meaning can be cultivated when people understand the value of what they do.
- **Accomplishments.** Achieving goals, mastering new skills, or making progress in areas that matter leads to a sense of pride and confidence. Recognizing achievements—big or small—helps reinforce growth. Schools and workplaces can support this by celebrating milestones, offering opportunities for development, and encouraging personal goal setting.

Each of these elements independently contributes to general well-being, but we know school and work bring unique challenges and opportunities. To optimize PERMA for the school and workplace, we suggest augmenting such with four additional components (hence the “+4”):

- **Physical Health.** Taking care of our bodies—through quality sleep, balanced nutrition, regular physical activity, and maintaining energy—greatly impacts our focus, motivation, and resilience. Whether in a school or workplace setting, supporting physical well-being through wellness initiatives, healthy routines, and ergonomically designed environments can enhance performance and overall health.
- **Growth Mindset.** Believing that abilities and intelligence can be developed through effort helps drive motivation and perseverance. Both educational institutions and organizations can foster a growth mindset by promoting learning, valuing progress, and encouraging persistence through constructive feedback and skill-building opportunities.
- **Economic Security.** A sense of financial stability reduces stress and allows people to fully engage in their studies or work. This can be supported through fair compensation, scholarships or stipends, financial literacy resources, and access to tools for planning a secure financial future.
- **Work Environment.** The physical environment—lighting, air quality, safety, noise levels, and access to nature—affects concentration, comfort, and well-being. Whether it’s a classroom, dorm, office, or shared workspace, creating flexible, ergonomic, and supportive environments can help individuals thrive and perform at their best.

Together, the nine elements of the PERMA+4 framework serve as mutually reinforcing factors that help nourish both work-related well-being and individual flourishing. Research shows that when people thrive across these domains, they experience greater life satisfaction, job or academic satisfaction, resilience, and a stronger sense of engagement. In workplace settings, thriving in these areas is also linked to improved performance—such as adaptivity, proactivity, and proficiency—as well as increased organizational citizenship behaviors. Additionally, it is associated with lower levels of job stress, negative emotions, and turnover intentions.

References

- Cabrera, V. & Donaldson, S.I. (2024). PERMA to PERMA+4 building blocks of well-being: A systematic review of the empirical literature. *The Journal of Positive Psychology*, 19(3), 510–529. <https://doi-org.cclidm.oclc.org/10.1080/17439760.2023.2208099>
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- Donaldson, S. I., & Donaldson, S. I. (2020). The Positive Functioning at Work Scale: Psychometric Assessment, Validation, and Measurement Invariance. *Journal of Well-Being Assessment*, 4(2), 181–215. <https://doi.org/10.1007/s41543-020-00033-1>
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- Donaldson, S. I., van Zyl, L. E., & Donaldson, S. I. (2022). PERMA+4: A Framework for Work-Related Wellbeing, Performance and Positive Organizational Psychology 2.0. *Frontiers in Psychology*, 12. <https://www.frontiersin.org/articles/10.3389/fpsyg.2021.817244>

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Seligman, M. (2018). PERMA and the building blocks of well-being. *The Journal of Positive Psychology*, 13(4), 333–335.
<https://doi.org/10.1080/17439760.2018.1437466>

ASSESS YOUR PERMA+4 BUILDING BLOCKS

You can use this questionnaire to assess your PERMA+4 building blocks of well-being and positive functioning. It will help you identify areas of strength as well as areas that may benefit from additional attention and development. If you are in a leadership role, you can also use this tool to assess the well-being of others—such as members of your team, department, or class. Each of the PERMA+4 elements can be intentionally strengthened through the practical activities included in this playbook, offering actionable ways to enhance personal and collective well-being.

Instructions:

Please indicate your level of disagreement or agreement with each statement from Strongly Disagree (1) to Strongly Agree (7) (1 = Strongly Disagree, 2 = Disagree, 3 = Somewhat disagree, 4 = Neither agree nor disagree, 5 = Somewhat agree, 6 = Agree, 7 = Strongly agree)

Items	Rating
1. I feel joy in a typical workday.	
2. Overall, I feel enthusiastic about my work.	
3. I love my job.	
4. I typically become absorbed while I am working on something that challenges my abilities.	
5. I lose track of time while doing something I enjoy at work.	
6. When I am working on something I enjoy, I forget everything else around me.	
7. I can receive support from others when I need it.	
8. I feel appreciated by my workers.	
9. I trust my colleagues.	
10. My colleagues bring out my best self.	
11. My work is meaningful.	
12. I understand what makes my job meaningful.	
13. The work I do serves a greater purpose.	
14. I set goals that help me achieve my career aspirations.	
15. I typically accomplish what I set out to do in my job.	
16. I am generally satisfied with my performance at work.	
17. I typically feel physically healthy.	
18. I am rarely sick.	
19. I can typically overcome sources of physical distress (e.g., insomnia, injuries, vision issues, etc.)	
20. I feel in control of my physical health.	
21. I believe I can improve my job skills through hard work.	
22. I believe my job will allow me to develop in the future.	
23. I have a bright future at my current work organization.	
24. I am comfortable with my current income.	
25. I could lose several months of pay due to serious illness, and still have my economic security.	
26. In the event of a financial emergency, I have adequate savings.	
27. My physical work environment (e.g., office space) allows me to focus on my work.	
28. There is plenty of natural light in my workplace.	
29. I can conveniently access nature in my work environment (e.g., parks, oceans, mountains, etc.)	

Scoring

Calculate your mean score for each PERMA+4 building block by adding the scores for the items under each building block and dividing by the number of items:

Building Block	Items	Sub Total		Your Score
Positive Emotions:	1 + 2 + 3 =		÷ 3 =	
Engagement:	4 + 5 + 6 =		÷ 3 =	
Relationships:	7 + 8 + 9 =		÷ 3 =	
Meaning:	10 + 11 + 12 + 13		÷ 4 =	
Accomplishment:	14 + 15 + 16		÷ 3 =	
Physical Health:	17 + 18 + 19 + 20		÷ 4 =	
Mindset:	21 + 22 + 23		÷ 3 =	
Economic Security:	24 + 25 + 26		÷ 3 =	
Environment:	27 + 2 + 3		÷ 3 =	

What Your PERMA+4 Scores Mean

- A higher score (5+) for every building block is ideal because they all contribute to your well-being. You can use the activities in this playbook to reinforce and strengthen any PERMA+4 building blocks.
- A lower score (below 5) for a building block indicates that this is an area in your life, school and work that can be improved to better care for your well-being. You can use the activities in this playbook to target and enhance any PERMA+4 building blocks that need improvement.

Reference

Donaldson, S. I., & Donaldson, S. I. (2020). The Positive Functioning at Work Scale: Psychometric Assessment, Validation, and Measurement Invariance. *Journal of Well-Being Assessment*, 4(2), 181–215. <https://doi.org/10.1007/s41543-020-00033-1>

EXERCISES

You can use these activities to develop your PERMA+4 building blocks of well-being and positive functioning or if you are a leader, to develop the PERMA+4 building blocks of others to better care for and improve well-being.

I. Positive Emotions

Experiencing pleasant feelings like enthusiasm and appreciation broadens thinking and builds resilience to challenges. Individuals can cultivate positive emotions by intentionally recognizing meaningful moments, celebrating small wins, and fostering a habit of gratitude in daily life.

- **Practice: "Bringing the Pleasure of the Past and the Future into the Present"**
Engage in this activity by sharing positive past experiences and anticipating future joyful events. This activity boosts happiness by savoring positive past experiences and anticipating joyful future events, enhancing overall mood and well-being. Reference: Lyubomirsky, S. (2008). *The how of happiness: A practical guide to getting the life you want*. Penguin Press. <https://a.co/d/9T676Hk>
 - **Example:** Use this activity in group settings (e.g., class discussions, peer groups, community meetups) or in one-on-one conversations by having people share positive experiences from their personal or professional lives (e.g., an accomplishment, an inspiring experience), and/or things they are excited about or are looking forward to.
- **Practice: "Savoring the Pleasures in Life"**
Practice savoring positive experiences by reflecting on enjoyable moments from the past, anticipating future positive events, and mindfully appreciating present moments. This enhances emotional engagement and increases gratitude. Reference: Lyubomirsky, S. (2008). *The how of happiness: A practical guide to getting the life you want*. Penguin Press. <https://a.co/d/9T676Hk>
 - **Example:** You can practice savoring anytime by 1) remembering the last time you experienced a positive emotion (e.g. happiness, joy, gratitude) and appreciating that moment, 2) thinking about a positive experience you have planned in the future and how it will make you feel, or 3) the next time you experience a positive emotion, pause to appreciate the moment as it happens.
- **Practice: "Daily Gratitude Journal"**
Maintain a daily journal where you write down three things you are grateful for each day. Reflecting on positive experiences can enhance mood, foster a habit of recognizing the good in your life, and increase overall well-being. Reference: Emmons, R. A., & McCullough, M. E. (2003). *Counting blessings versus burdens: An experimental investigation of gratitude and subjective well-being in daily life*. *Journal of Personality and Social Psychology*, 84(2), 377-389. <https://doi-org.ccl.idm.oclc.org/10.1037/0022-3514.84.2.377>
 - **Example:** Keep a gratitude journal where you write down three things you are grateful for. Make it a daily ritual where you write in your journal at the beginning or at the end of your day.

2. Engagement

Being highly absorbed, immersed, or experiencing flow while engaged in life's activities. When employees experience flow states where they lose track of time and become absorbed in projects, they are deeply engaged in their work. Companies can foster engagement by matching assignments to skills and interests.

- **Practice: "Flow Moments Reflection"**
Engage in this activity by reflecting on recent experiences when you felt completely immersed in what you were doing. Think about what you were doing, what made the experience engaging, and how you can create more of those moments in your day-to-day life. Recognizing patterns in your flow experiences can help you design your activities in more meaningful and energizing ways. Reference: Csikszentmihalyi, M., & Csikszentmihalyi, M. (1990). *Flow: The psychology of optimal experience* (Vol. 1990, p. 1). New York: Harper & Row.
- **Example:** Take a few minutes to think about a recent moment when you felt fully absorbed and energized—whether working on a project, solving a problem, creating something, or even during a conversation. What were you doing? What skills were you using? How can you create more opportunities to experience that type of engagement in your life?
- **Practice: "Using Signature Strengths in a New Way"**
Identify your signature strengths and find new ways to use them in both your personal and professional life. This practice can increase engagement by aligning activities with personal strengths and passions, leading to greater fulfillment and motivation. Reference: Peterson, C., & Seligman, M. E. (2004). *Character strengths and virtues: A handbook and classification*. Oxford University Press. <https://a.co/d/leDHT3PX>
- **Example:** Learn more about character strengths and take the free VIA Character Strengths Survey to identify your top 5 signature strengths: <https://www.viacharacter.org/> . Brainstorm how you can use more of your signature strengths at work.

3. Relationships

High-quality connections are brief, positive interactions that create energy, trust, and mutual respect between individuals, leaving both parties feeling valued and engaged. There are four critical pathways to building high-quality connections: Respectful Engagement, which involves active listening and treating others with dignity; Task Enabling, where individuals support each other's success by offering guidance and resources; Trusting, where confidence and reliability are established; and play, which fosters connection through light-hearted, joyful interactions that break down barriers and create shared positive experiences.

- **Practice: "Respectful Engagement"**

Engage in this activity by practicing full presence and attentiveness in your everyday conversations—whether with a friend, colleague, classmate, or family member. Give your undivided attention, listen actively, and respond with empathy and care. This strengthens relationships and helps others feel seen and valued.

Reference: Dutton, J. E. (2003). *Energize your workplace: How to create and sustain high-quality connections at work*. Jossey-Bass.

- **Example:** In your next conversation, put away distractions, make eye contact, and focus on the other person's words. Reflect what they're saying to show understanding before offering your thoughts. This simple practice builds mutual trust and emotional connection.

- **Practice: "Task Enabling"**

Engage in this activity by sharing your own knowledge, skills, or talents with someone around you—whether helping a peer with a project, tutoring a friend, or simply teaching someone something new. Supporting others in this way not only fosters stronger connections but also reinforces your own sense of purpose and contribution. Reference: Dutton, J. E. (2003). *Energize your workplace: How to create and sustain high-quality connections at work*. Jossey-Bass.

- **Example:** Think of a skill you enjoy or are good at—like organizing, cooking, tech troubleshooting, or writing—and offer it as support to someone in your network. It could be as simple as offering feedback on a friend's resume or showing someone how to use a helpful app. These generous exchanges build deeper, more supportive relationships.

- **Practice: "Trusting"**

Practice trust-building by making small commitments to others and following through on them. This will help you develop trust in yourself and encourage others to trust you, strengthening personal relationships. Dutton, J. E. (2003). *Energize your workplace: How to create and sustain high-quality connections at work*. Jossey-Bass.

- **Example:** Each week, make a small promise to a friend or colleague, such as offering help with a task or scheduling time to catch up. Focus on consistently delivering on these commitments. Over time, this habit will build mutual trust and foster stronger, more energized connections in your personal and professional life.

- **Practice: "Play"**

Engage in collaborative creative activities with friends or colleagues, such as brainstorming sessions, collaborative art projects, or group problem-solving games. These playful yet productive interactions foster high-quality connections by encouraging cooperation and shared accomplishments. Dutton, J. E. (2003). *Energize your workplace: How to create and sustain high-quality connections at work*. Jossey-Bass.

- **Example:** Organize a monthly creative challenge with colleagues, such as a themed brainstorming session or a collaborative art project where everyone contributes ideas. This playful, team-based activity boosts morale and strengthens connections by allowing individuals to share their creativity in a fun and relaxed environment.

- **Practice: "Active-Constructive Responding"**

Engage in this activity by practicing active-constructive responding during conversations with friends, family members, classmates, or colleagues. When someone shares good news, respond with enthusiasm, curiosity, and genuine interest. This type of communication strengthens relationships and enhances trust. *Reference: Gable, S. L., Gonzaga, G. C., & Strachman, A. (2006). Will you be there for me when things go right? Supportive responses to positive event disclosures. Journal of Personality and Social Psychology, 91(5), 904–917. <https://doi-org.ccl.idm.oclc.org/10.1037/0022-3514.91.5.904>*

- **Example:** When someone shares something positive with you—such as a personal achievement, an exciting opportunity, or a joyful moment—take the time to show genuine excitement and ask follow-up questions. For instance, “That’s amazing—tell me more!” or “What was your favorite part of that experience?”
- **Practice: "Random Acts of Kindness"**

Engage in this activity by writing a heartfelt letter to someone who has positively influenced your life, expressing your appreciation and gratitude. If possible, deliver the message in person, over a video call, or by sending a voice message or email. This strengthens social bonds and promotes positive emotions for both you and the recipient. *Reference: Lyubomirsky, S. (2008). The how of happiness: A practical guide to getting the life you want. Penguin Press. <https://a.co/d/9T676Hk>*

 - **Examples:** Think of someone who has made a difference in your life—a mentor, friend, teacher, family member, or colleague. Write a letter describing why you appreciate them and what their impact has been. If possible, read it to them directly or share it in a heartfelt way. This small act can have a lasting effect on your relationship and well-being. □

4. Meaning

Feeling connected to something larger than the self or serving a bigger purpose. Companies can cultivate meaning by connecting jobs to core values and community impact.

- **Practice: "Values and Meaning Reflection"**

Engage in this activity by reflecting on your core values and how your current roles, goals, or activities connect to those values. This helps build a deeper sense of meaning and direction in everyday life. *Reference: Wrzesniewski, A., Dutton, J. E., & Debebe, G. (2003). Interpersonal sensemaking and the meaning of work. Research in Organizational Behavior, 25, 93-135. [https://doi.org/10.1016/S0191-3085\(03\)25003-6](https://doi.org/10.1016/S0191-3085(03)25003-6)*

 - **Example:** Set aside 10–15 minutes to consider the following questions:
 - What are your core values (e.g., growth, compassion, creativity, service, freedom)?
 - Which of your daily tasks or life roles reflect those values?
 - Can you make small adjustments to bring your activities into closer alignment with what matters most to you?
- **Practice: "Best Possible Self"**

Engage in this activity by envisioning and writing about your best possible future self—focusing on your aspirations, values, and strengths. This exercise can increase optimism, motivation, and a stronger sense of meaning and purpose. *Reference: Sheldon, K. M., & Lyubomirsky, S. (2006). How to increase and sustain positive emotion: The effects of expressing gratitude and visualizing best possible selves. The Journal of Positive Psychology, 1(2), 73-82. <https://doi-org.ccl.idm.oclc.org/10.1080/17439760500510676>*

 - **Example:** Take time to imagine your life one year from now. What would your best possible self-look like—personally, professionally, socially, or creatively? Write a short reflection describing that vision in detail. Consider how your values and goals align with that version of yourself and think about one small action you could take today to move in that direction.

- **Practice: "Signature Strengths Intervention"**

Identify and use your signature strengths in new ways. This practice involves recognizing your core strengths and finding creative ways to apply them in daily life to enhance personal fulfillment and meaning. Reference: Peterson, C., & Seligman, M. E. (2004). *Character strengths and virtues: A handbook and classification*. Oxford University Press. <https://a.co/d/eDHT3PX>

- **Example:** Learn more about character strengths and take the free VIA Character Strengths Survey to identify your top 5 signature strengths: <https://www.viacharacter.org/> . Brainstorm how you can use more of your signature strengths in your personal life.

5. Accomplishment

Experiencing a sense of mastery over a particular domain of interest or achieving important or challenging work-life goals. Organizations can enable accomplishments through career development and celebrating achievements.

- **Practice: "Goal-Setting Intervention"**

Engage in this activity by setting goals that are Specific, Measurable, Achievable, Relevant, and Time-bound (SMART). This helps break larger ambitions into manageable steps and supports a clear path toward success. Reference: Locke, E. A., & Latham, G. P. (2002). *Building a practically useful theory of goal setting and task motivation: A 35-year odyssey*. *American Psychologist*, 57(9), 705. <https://doi-org.ccl.idm.oclc.org/10.1037/0003-066X.57.9.705>

- **Example:** Choose one personal, academic, or career goal. Rewrite it using the SMART format. For example:
 - Vague goal: "I want to be more organized."
 - SMART version: "I will create a weekly planner and review it every Sunday evening for the next 4 weeks to stay on top of my priorities."
Revisit your goal weekly to track your progress, adjust if needed, and celebrate small milestones along the way.

- **Practice: "Weekly Reflection"**

At the end of each week, reflect on what you have accomplished and identify areas for improvement. This practice can boost self-efficacy and motivation for continuous growth. Reference: Baumeister, R. F., & Vohs, K. D. (2017). *Handbook of self-regulation: Research, theory, and applications*. Guilford Press. <https://a.co/d/2ctjVgs>

- **Example:** At the end of each week, set aside 10 minutes to list your key achievements and challenges. Create a journal where, each Friday, you reflect on your personal and professional progress. Write down three things you accomplished that week, two challenges you faced, and one goal for the following week.

- **Practice: "Life Summary Technique"**

Encourage individuals to write a summary of their life as if they were reflecting on their accomplishments at the end of their life. This exercise helps clarify what matters most and aligns actions with long-term values and goals. Reference: Seligman, M. E. P., Steen, T. A., Park, N., & Peterson, C. (2006). *Positive psychology progress: Empirical validation of interventions*. *American Psychologist*, 60(5), 410-421. <https://doi-org.ccl.idm.oclc.org/10.1037/0003-066X.60.5.410>

- **Example:** Spend an hour writing a short story about your life from the perspective of your future self, focusing on your most meaningful accomplishments. Identify key themes (e.g., career, relationships, personal growth), think about what you want to be remembered for and, use these reflections to guide your current priorities.

6. Physical Health

Physical Health. Having a combination of high levels of biological, functional, and psychological health assets. Quality sleep, nutrition, activity levels, and energy can majorly affect our focus, personal drive, and resilience. Organizations can promote employee health through wellness activities, workplace policies, and designing ergonomic work environments.

- **Practice: "Movement Breaks"**

Engage in this activity by incorporating short movement breaks into your daily routine to reduce sedentary behavior and increase energy. Even light physical activity can support better focus, mood, and health.

Reference: Ratey, J. J., & Hagerman, E. (2008). *Spark: The revolutionary new science of exercise and the brain*. Little, Brown. <https://a.co/d/9hB4LAz>

- **Example:** Try standing up and stretching every hour, taking a short walk between tasks, or doing light exercises during study or work breaks. You can also experiment with using a standing desk setup or scheduling a 5-minute walk before or after a meeting or study session to boost circulation and focus.

- **Practice: "Positive Affirmations"**

Engage in this activity by using daily affirmations that support a positive mindset toward your physical well-being. Affirmations can help motivate healthy behaviors and reinforce your commitment to self-care.

Reference: Sherman, D. K., & Cohen, G. L. (2006). *The psychology of self-defense: Self-affirmation theory*. *Advances in Experimental Social Psychology*, 38, 183-242. [https://doi.org/10.1016/S0065-2601\(06\)38004-5](https://doi.org/10.1016/S0065-2601(06)38004-5)

- **Example:** Choose one or two affirmations and repeat them at the start of your day, during movement breaks, or while preparing meals. Examples include: "I am strong and capable," "My body deserves care and rest," or "My well-being is a priority." You can write these affirmations on sticky notes, create phone reminders, or place them in visible spaces at home or work.

- **Practice: "Three Good Things I Did for my Physical Health"**

Reflect daily on three actions that positively impact your physical health and write them down. This simple practice enhances gratitude, promotes positive thinking, and improves overall well-being. Reference:

Seligman, M. E., Steen, T. A., Park, N., & Peterson, C. (2005). *Positive psychology progress: Empirical validation of interventions*. *American Psychologist*, 60(5), 410-421. <https://doi-org.ccl.idm.oclc.org/10.1037/0003-066X.60.5.410>

- **Example:** Each night before bed, list three things you did to care for your physical health that day, such as drinking enough water, walking, or eating a healthy meal.

7. Growth Mindset

The belief that abilities grow with effort, fuels motivation and perseverance. Companies can foster growth mindsets through training and emphasizing effort over innate talent.

- **Practice: "Resilience Practice: "Setbacks as Learning Opportunities"**
Engage in this activity by reflecting on challenges or setbacks in your personal, academic, or professional life. Use these experiences as opportunities to identify lessons learned and areas of growth. Reframing setbacks in this way helps build resilience and reinforces a growth mindset. Neenan, M. (2018). *Developing resilience: a cognitive-behavioural approach* (Second edition). Routledge.
 - **Example:** After a difficult experience—such as a disappointing result, a mistake, or an unexpected obstacle—take time to journal about it. Reflect on what happened, how you responded, what you learned about yourself, and what you would do differently next time. This kind of reflection helps shift your perspective from failure to learning and strengthens your ability to grow through challenges.
- **Practice: "Resilience: Reframing Negative Thoughts"**
Practice reframing negative thoughts by identifying unhelpful thinking patterns and consciously shifting them to more positive, constructive alternatives. This cognitive-behavioral technique helps build resilience by reducing the emotional impact of stress and promoting a growth-oriented mindset. Beck, A. T. (1979). *Cognitive therapy and the emotional disorders*. Penguin.
 - **Example:** At the end of each day, reflect on a negative thought you had (e.g., "I'm not good at this task") and reframe it with a more positive perspective (e.g., "This task is challenging, but I'm learning and improving each time I try"). Over time, this practice can help reduce frustration and build resilience in facing challenges.
- **Practice: "ABCDE Intervention"**
Try using the ABCDE model—Adversity, Beliefs, Consequences, Disputation, and Energization—when you face a challenge or negative thought. This cognitive-behavioral technique helps manage emotional responses, strengthen resilience, and foster a more constructive, growth-oriented mindset. Reference: Reivich, K., & Shatté, A. (2002). *The resilience factor: 7 keys to finding your inner strength and overcoming life's hurdles*. Broadway Books. <https://a.co/d/hOAV5tn>
 - **Example:** When facing a personal setback, such as receiving disappointing feedback or struggling with a project, try applying the ABCDE technique. Identify the Adversity (what happened), your initial Belief (what you told yourself about it), the Consequences (how it made you feel), the Disputation (how you can challenge or reframe that belief), and the Energization (how you feel after shifting your perspective). This process can help you approach difficulties with greater clarity and a growth-oriented mindset.
- **Practice: "Self-Compassion Exercises"**
Practice self-compassion exercises, such as writing self-compassionate letters or using guided meditations, to build resilience and a positive mindset. Reference: Neff, K. D. (2011). *Self-compassion: The proven power of being kind to yourself*. HarperCollins. <https://a.co/d/5LGBPcj>
 - **Example:** Write a letter to yourself, offering kindness and understanding as if you were comforting a friend. Reflect on a recent challenge, acknowledging your feelings, and reassure yourself that it's okay to struggle.

8. Economic Security

Economic Security. A baseline of financial stability enables employees to focus at work without money fears. Organizations can promote security through fair pay, retirement contributions, and financial wellness programs.

- **Practice: "SMART Financial Goal Setting"**
Set SMART (specific, measurable, achievable, relevant, and time-bound) financial goals to improve your financial well-being and reduce financial stress. Reference: Archuleta, K. L., et al. (2020). *Financial goal setting, financial anxiety, and solution-focused financial therapy (SFFT): A quasi-experimental outcome study*. *Contemporary Family Therapy*, 42(1), 68-76. <https://doi-org.ccl.idm.oclc.org/10.1007/s10591-019-09501-0>
 - **Example:** Break down your long-term financial goals into smaller milestones, such as saving \$200 per month. Celebrate each small victory to build momentum and stay committed to your larger goals.
- **Practice: "Three Good Financial Things"**
Reflect daily on three financial positive experiences or decisions from your day and write them down. This simple practice enhances gratitude, promotes positive thinking, and improves overall well-being. Reference: Asebedo, S. D., Seay, M. C., Little, T. D., Enete, S., & Gray, B. (2021). *Three good things or three good financial things? Applying a positive psychology intervention to the personal finance domain*. *The Journal of Positive Psychology*, 16(4), 481-491. <https://doi-org.ccl.idm.oclc.org/10.1080/17439760.2020.1752779>
 - **Example:** At the end of each day, list three positive financial decisions you made, like sticking to your budget or making a smart investment, to cultivate gratitude and a sense of control over your financial situation.
- **Practice: "Budget Planning"**
Create and maintain a personal budget to manage your finances effectively. This practice can provide a sense of control and reduce anxiety related to economic security. Reference: Thaler, R. H., & Sunstein, C. R. (2008). *Nudge: Improving decisions about health, wealth, and happiness*. Penguin Books. <https://a.co/d/555mv6U>
 - **Example:** Set a goal to save \$500 in three months. List your income and categorize expenses (e.g., rent, groceries, entertainment). Identify areas to cut back and allocate money towards savings. Track your weekly expenses and adjust as needed to stay on course. This practice can help reduce financial stress and give you a sense of control over your finances.

9. Work Environment

Work Environment. Elements like lighting, air quality, safety, lack of distractions, and access to nature in the physical workspace affect performance. Companies can optimize environments through flexible, ergonomic workspaces.

- **Practice: "Enhancing Work Environment with Biophilic Design"**
Consider improving your physical environment by incorporating natural elements into your workspace or study area. Adding plants, increasing natural light, or creating a calming setup can help reduce stress, boost focus, and support overall well-being. *Physical workplaces and human well-being: A mixed-methods study to quantify the effects of materials, windows, and representation on biobehavioral outcomes*. *Building and Environment*, 224, 109516. <http://doi.org/10.1016/j.buildenv.2022.109516>
 - **Example:** Make small changes to your workspace, such as placing a plant on your desk, adjusting your seating to get more natural light, or adding calming visual elements like nature-themed artwork. These adjustments can help create a more peaceful and energizing space that supports your well-being during work or study sessions.

- **Practice: "Decluttering and Organizing"**

Regularly declutter and organize your workspace to enhance focus, reduce stress, and increase productivity.

Reference: Womack, J. P., & Jones, D. T. (1996). *Lean thinking: Banish waste and create wealth in your corporation*. Simon and Schuster. <https://a.co/d/2ATaXZY>

- **Example:** Once a month, evaluate your workspace, both physically and digitally. Organize your files, clear out old papers, and make your environment more streamlined to increase your productivity and reduce mental clutter.

Additional Activities Targeting Multiple PERMA+4 Building Blocks

1. **"Counting Your Blessings"**

Encourage yourself to regularly reflect on the things you are grateful for. This simple yet powerful habit can help shift your focus from stress or negativity to the positive aspects of your life. Practicing gratitude has been shown to boost happiness, increase life satisfaction, and support overall well-being across multiple areas of life. Reference: Sheldon, K. M., & Lyubomirsky, S. (2006). *How to increase and sustain positive emotion: The effects of expressing gratitude and visualizing best possible selves*. *The Journal of Positive Psychology*, 1(2), 73-82. <https://doi.org/10.1080/17439760500510676>

2. **"Mindfulness Meditation"**

Incorporate mindfulness meditation into your daily routine to increase awareness and intellectual engagement. This practice involves focusing on the present moment to foster positive energy and happiness. Reference: Davidson, R. J., et al. (2003). *Alterations in brain and immune function produced by mindfulness meditation*. *Psychosomatic Medicine*, 65(4), 564-570. <http://doi.org/10.1097/01.PSY.0000077505.67574.E3>

3. **"Have-a-Good-Day Exercise"**

Encourage yourself to plan for a "good day" by identifying activities, moments, and interactions that are likely to bring you joy, fulfillment, or connection. Consider what might help you feel more engaged or uplifted—whether it's a meaningful conversation, a walk outside, or focused time on something you enjoy. Reflect on your day afterward and adjust your approach as needed. This simple practice supports positive emotions, deeper engagement, and stronger relationships. Reference: Sheldon, K. M., & Lyubomirsky, S. (2006). *How to increase and sustain positive emotion: The effects of expressing gratitude and visualizing best possible selves*. *The Journal of Positive Psychology*, 1(2), 73-82. <https://doi-org.ccl.idm.oclc.org/10.1080/17439760500510676>