



photographs by Heidi Gutman
& ABC/Ida Mae Astute

illustrations by Erwin Madrid
& Mark Marturello

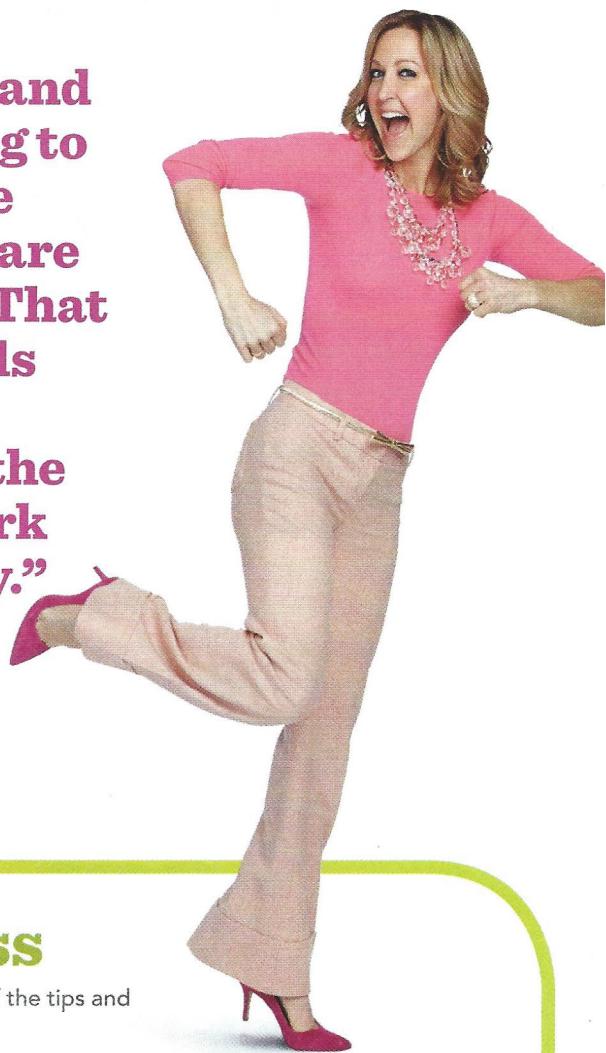
"Through intentional activities and the way we pursue goals and behave, we affect our happiness hourly and daily," Sonja says.

"I've gotten better at not putting myself back into a negative state," Robin says. "It's easy to make yourself think about something that made you mad yesterday or last week. But now, instead of conjuring up that negativity, I choose to be happy that I have my health, a beautiful home and a wonderful partner."

And Robin, along with the rest of the cast, chooses to look forward to getting up early just to say "Good morning, America" tomorrow morning.

"I've been blue and without having to say a word, the cast and crew are there for you. That comfort instills the utmost confidence in the people you work with every day."

—Lara Spencer



The Secrets of Their Success

Want to create a little happiness magic at your office? Try incorporating some of the tips and secrets the cast of *Good Morning America* says they can't live without.

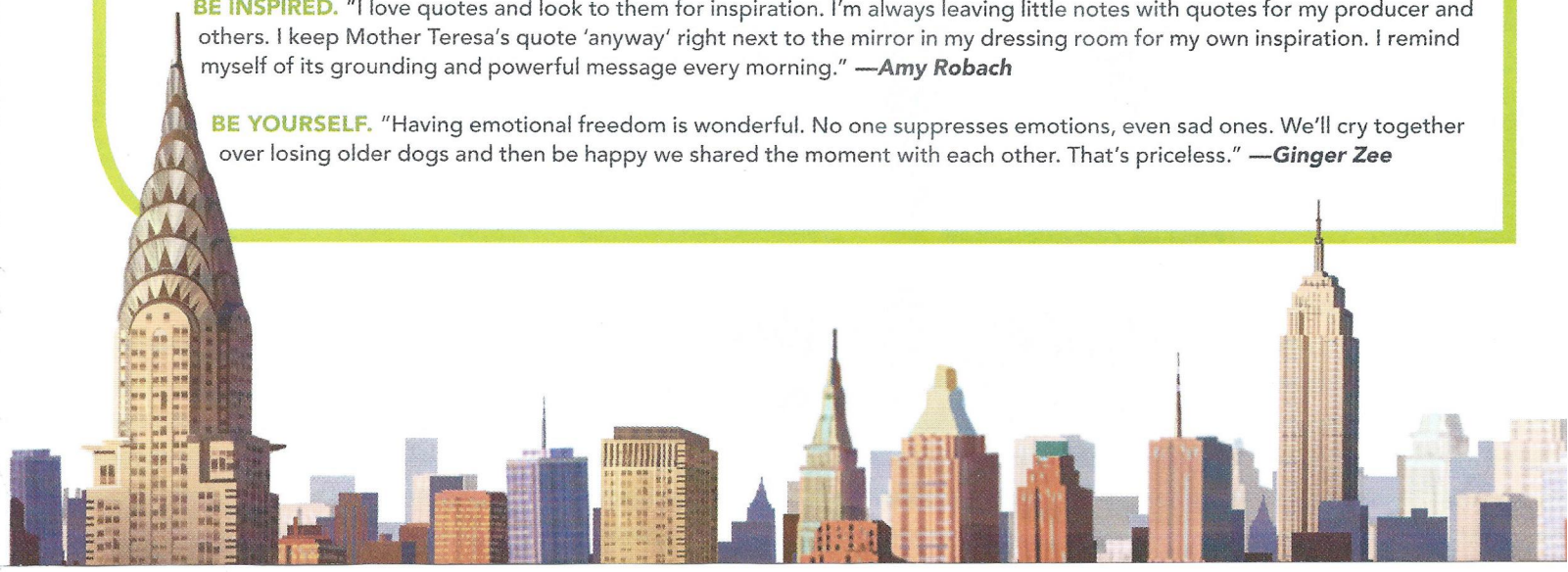
START THE TRADITION. "Don't make excuses for not being happy at work or not liking your job. Be the trendsetter that does something positive at work to make the day a little better. Smile first at a co-worker or say a nice thing to start a chain of positivity." —**Robin Roberts**

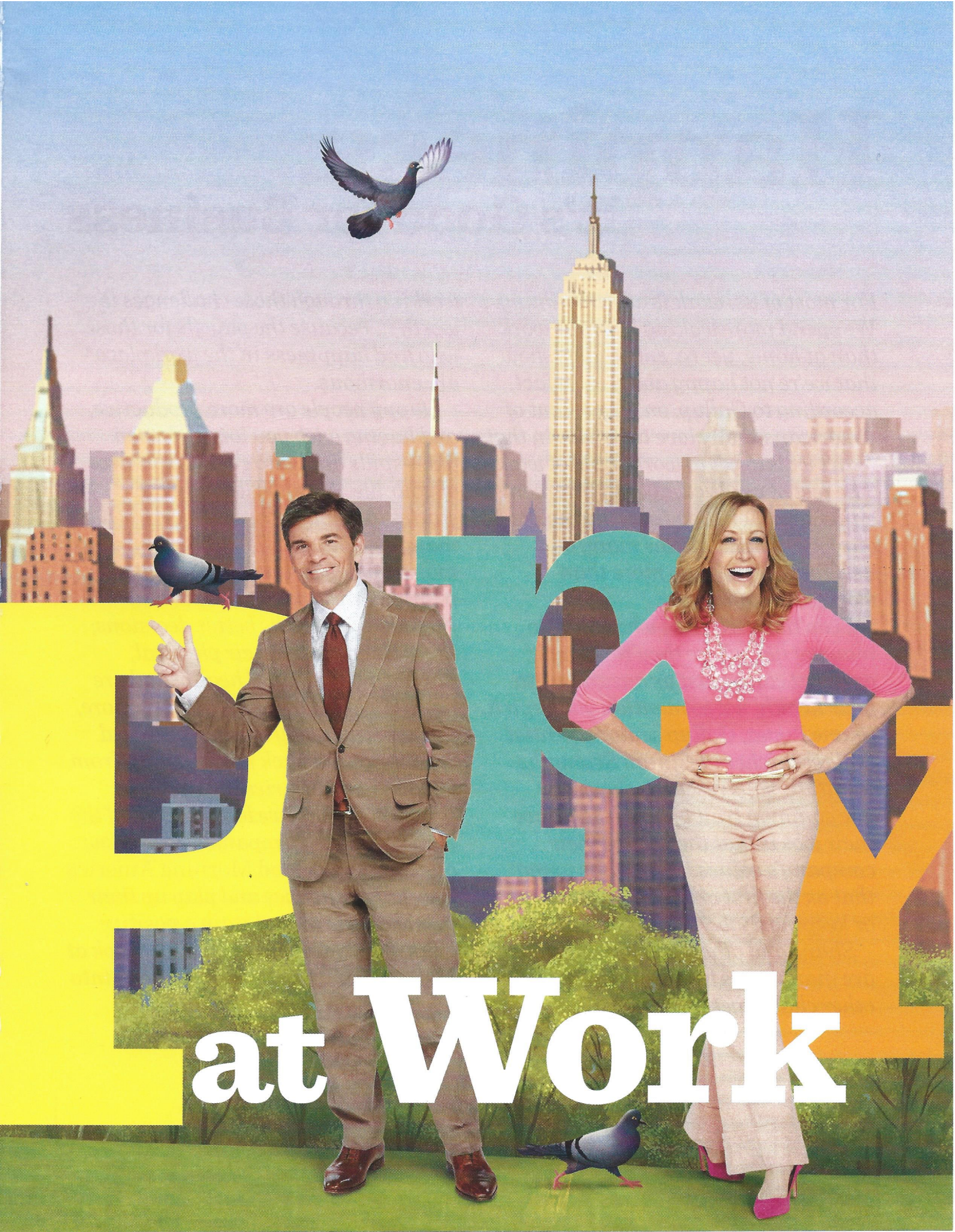
SEE NEGATIVES AS POSITIVES. "The only good way to deliver bad news is with clarity and sympathy. Often it's the stories of people dealing with and facing these challenges with courage and grace that inspire me." —**George Stephanopoulos**

TUNE IN. "We use music like an exclamation point to accentuate stories or convey a mood, but it also helps the energy on set and can change the dynamic of the morning when you're tired and pushing through." —**Lara Spencer**

BE INSPIRED. "I love quotes and look to them for inspiration. I'm always leaving little notes with quotes for my producer and others. I keep Mother Teresa's quote 'anyway' right next to the mirror in my dressing room for my own inspiration. I remind myself of its grounding and powerful message every morning." —**Amy Robach**

BE YOURSELF. "Having emotional freedom is wonderful. No one suppresses emotions, even sad ones. We'll cry together over losing older dogs and then be happy we shared the moment with each other. That's priceless." —**Ginger Zee**





at Work

Happiness:

It's Good for Business

For most of us, work is all-consuming. We spend more waking hours at work than at home, yet recent studies show that we're not happy about it. In fact, according to Gallup, only 1 percent of Americans really love their jobs in that "can't wait to get to work" kind of way. The rest of us? Well, about 70 percent either aren't engaged or truly dislike our jobs—which means many of us have become little more than workplace zombies.

Even those who like what they do may not like where they're doing it, and that can be just as hazardous to your health, not to mention your spirit. Shane Lopez, Gallup senior scientist and researcher at Clifton Strengths Institute, says research shows the one common trait of people who love their jobs is that they share their company's values. He advises using that as the first criterion in choosing or keeping a job.

Shane and other experts say there are many ways to work through the other challenges on the job. And

working through those challenges is worth it, because the payoffs for those who find happiness in the workplace are enormous.

Happy people are more productive, and having a job you love—or even like—spills over into every other area of your life. As you'll learn in the stories that follow, happy workers have many advantages: They earn more money; enjoy stronger and healthier relationships (both personal and professional); make better decisions; take better care of their physical, mental and spiritual health; and are more likely to volunteer. What's more, they are less likely to miss work and tend to bounce back more quickly from illnesses and injuries.

In this section, we look at some of the traits of happy companies, learn how co-workers at Good Morning America weather challenges and play up their camaraderie to maintain a positive work environment, and we even look at how you can turn the job you have into a job you love.



A photograph of Robin Roberts, a co-anchor of Good Morning America, sitting at her desk. She is wearing a bright yellow top and is smiling warmly at the camera. The desk has a large 'GOOD MORNING' logo on it. In the background, other people are visible, but they are out of focus.

Good Morning America's Anchors: Trust Us... We Love Our Jobs!

by Gina Roberts-Grey

Imagine getting excited about the alarm clock buzzing, pinging or ringing before 4 a.m. because it's time to get up for work. Not so appealing? Don't tell that to the cast and crew of ABC's *Good Morning America*.

Since 1975, stylists, lighting and stage crew members, production staff and the on-air personalities America tunes in to for the news headlines of the day have been enduring early start times, long hours and a rigorously demanding pace. And they all say there's no place they'd rather work.

"I still get chills," says Robin Roberts, co-anchor. "Being able to say, 'Good

morning, America' and to know we're starting people's days makes me incredibly happy. I really look forward to that part of my day."

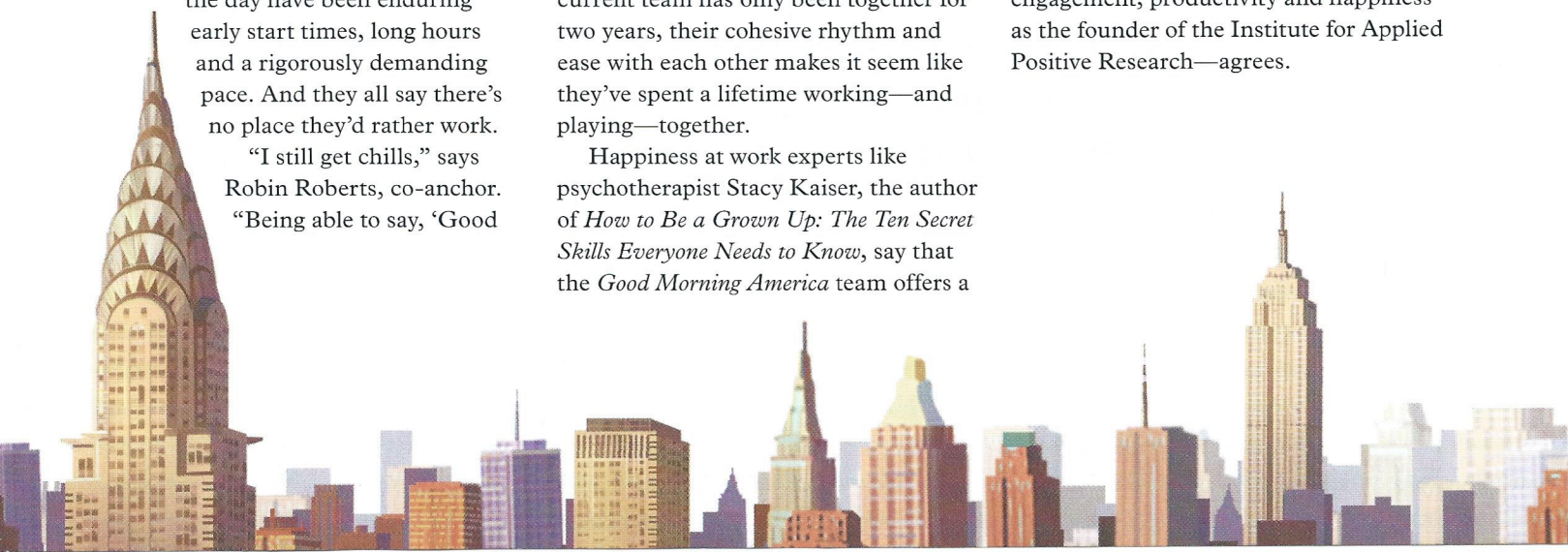
Dozens of journalists have said those words while sitting behind the anchor desk Robin currently shares with co-hosts George Stephanopoulos, Lara Spencer, Amy Robach and Ginger Zee. And even though the current team has only been together for two years, their cohesive rhythm and ease with each other makes it seem like they've spent a lifetime working—and playing—together.

Happiness at work experts like psychotherapist Stacy Kaiser, the author of *How to Be a Grown Up: The Ten Secret Skills Everyone Needs to Know*, say that the *Good Morning America* team offers a

good example of how positivity in the workplace can be infectious.

"A supportive and mutually respectful environment is what everyone should have," Stacy says. "It's what we all strive for. This is a great model to follow because your work life impacts every area of a person's life."

Michelle Gielan—who works with companies to raise employee engagement, productivity and happiness as the founder of the Institute for Applied Positive Research—agrees.



"Something simple like saying a heartfelt 'good morning' is a positive exchange with co-workers that primes the brain to look forward to going to work," she says.

Lara compares the supportive environment on set to that of a basketball team. "If one of us doesn't have the shot, you have the confidence in each other to pass the ball and let a teammate shoot. We've got great chemistry."

Which is a good thing, as Robin adds, "We spend as much, if not more, time with each other some days as we do with our spouses and partners, children and pets."

All that devotion to the show has paid off. *Good Morning America* has earned numerous awards and nominations and frequently wins the television ratings war, repeatedly outperforming the competition in weekly polls.

The secret to their success: trust.

"This can be a cutthroat industry. But there's no stepping on, or over each other, here," Robin says. "I can look at George and know what he's thinking. We have a cadence, and I know when to stop talking because he wants to chime in or vice versa. We all truly trust each other and know everyone has each other's back."

George agrees that "mutual respect" is one of the team's strongest assets.

Counting on Good to Get Through Bad

That trust has gotten members of the cast through good times, like the births of numerous cast and crew members' children and grandchildren as well as Ginger's wedding in August 2014. It's also bolstered morale in some challenging times, too.

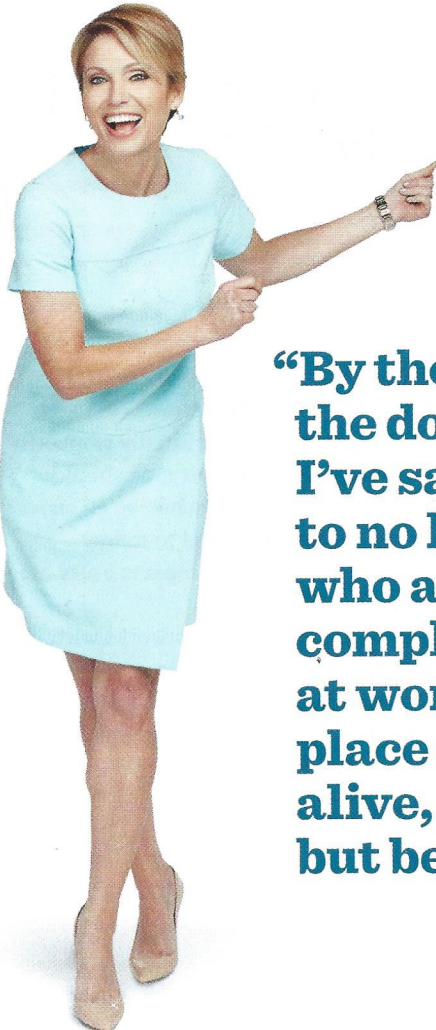
After publicly battling breast cancer in 2007 while remaining on-air, Robin was diagnosed in 2012 with myelodysplastic syndrome, a bone marrow disorder that affects production of blood cells. She required several rounds of chemotherapy to prep for a bone marrow transplant that kept her away from the anchor desk for several months while she rebuilt her health and strength.

But she never felt far from her work family, and that connection to both her co-workers and job helped her through some tough days.

"In the hospital or at home, I could turn on the TV and they'd give me a shoutout. I felt their love. But the respect and support at work goes deeper than that," she says. "When I announced I was ill again and that I had to step away from the show to focus on *my* fight, one of my colleagues stepped in and said 'our fight.' I get weepy when think about that, that level of true support and genuine caring."

The supportive spirit that swirls through the air also buoyed Amy when she battled breast cancer in 2013.

"That was a time when I wasn't at my best to contribute witty one-liners, but this amazing group of people was there for me and had my back. They protected me," Amy says. "I was very vulnerable and the weakest I've ever been emotionally, mentally and physically. A mistake in this business



"By the time I get from the door to my office, I've said 'good morning' to no less than 15 people who aren't unhappy or complaining about being at work at 4 a.m. The place is humming and alive, and you can't help but be glad to be here."

—Amy Robach

can be costly, but my co-workers wouldn't let that happen. If I had a mental lapse and couldn't remember a word, they were right there to catch me before I fell. That's a level of trust you just can't put a price tag on."

Working in a supportive environment is equally beneficial when dealing with everyday work-related stressors of deadlines, confrontations and responsibilities.

Being surrounded by supportive co-workers can create a "mind over matter" environment, Stacy says. And not only can that motivate someone like Robin or Amy to push through a round of chemotherapy, Stacy says it can make the job a lot more tolerable when professional demands are mounting, too.

"On-the-job support can boost workplace optimism," Stacy says. "It makes it easier to endure a long day or manage typical work stressors."

All in the Family

The *GMA* anchors cover heart-breaking and tragic news stories ranging from terrorist attacks to school shootings and devastating weather events that claim multiple lives and homes.

"It's a constant challenge to try to keep perspective during those times, to

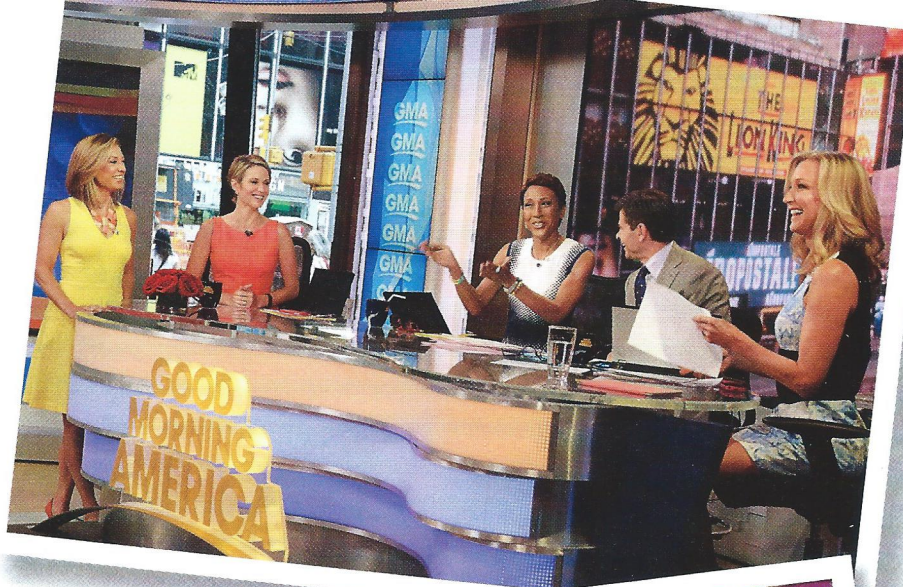
try to not let it devastate you while you're telling these gut-wrenching stories," Amy says.

Often those sad news segments are sandwiched between lighter fare that takes the news team on an emotional roller-coaster ride.

"Having to switch gears quickly from happy to tragic and back to happy can take a toll," Stacy says. "It leaves news teams like this all over the emotional map."

Viewers of the show will notice one anchor helping another pull a word from the tip of their tongue or offering comfort when a cast member faces personal challenges or loss.

"I've been blue and without having to say a word, the cast and crew are there for you. That comfort instills the utmost confidence in the people you work with every day," Lara says.



TOP: The cast of *Good Morning America*—Ginger Zee, Amy Robach, Robin Roberts, George Stephanopoulos and Lara Spencer—display their team spirit during a July 2014 show, while Amy and Lara indulge in a cupcake-sampling assignment last spring. **BOTTOM:** Ginger and Amy entertain baby animals on the set in September, and *Sesame Street*'s Snuffleupagus visits with George and Lara on the streets of New York the same month.

“These aren’t my co-workers, they’re like my brothers and sisters. And having not just the other four people in front of the camera, but an entire team who won’t let you stumble or that’s there like a loving family member when you’re having a bad day, makes the good days all the more special.”

—Ginger Zee



But it’s what happens when cameras aren’t rolling—the look of interest on the faces of the cast and crew when interacting with each other and camaraderie that extends well beyond water cooler chitchat and obligatory monthly birthday celebrations in the staff lounge—that says the set is more of a home than a workplace.

“These aren’t my co-workers, they’re like my brothers and sisters,” says Ginger, the youngest member of the on-air team. “And having not just the other four people in front of the camera, but an entire team who won’t let you stumble or that’s there like a loving family member when you’re having a bad day, makes the good days all the more special.”

And like any happy home, *GMA* has a nurturing nucleus.

“Robin is the heart of the show,” Lara says. “Her smile can light up a room and turn anyone’s mood around.”

Robin’s dressing room is frequented by the cast and crew. It’s a place they go to pray, exhale and unwind—before and after the show—because they know it’s a soft place to land.

The Bottom Line:

What’s good for employees is good for business. When employees feel good about their lives:

- ✓ They will be fully engaged at work.
- ✓ They will bring their best selves to work every day.
- ✓ Organizations gain a competitive advantage from employees’ maximized performance.
- ✓ There is reduced turnover and enhanced engagement.



Source: Gallup



"I'm a positive person at heart because of the example set by my mother. She was the pied piper, and our house was always full of neighbors," Robin says.

Starting Off on the Right Foot

Workers who know they're walking into a supportive environment at work start their day with a dash of positivity that creates a cascading effect that influences nearly everything else that happens at work. "It sets the brain on the path to being positive for interactions throughout the rest of day," Michelle says. "A big dose of positivity, even if it comes with the smallest of simple phrases, in the morning creates a wave we can ride throughout the day."

Amy says, "By the time I get from the door to my office, I've said 'good morning' to no less than 15 people who aren't unhappy or complaining about being at work at 4 a.m. The place is humming and alive, and you can't help but be glad to be here."

"Mutual respect" is one of the team's strongest assets.

—George Stephanopoulos

TOP: *Good Morning America* goes pink in October to raise awareness about breast cancer. From left are Ginger, Amy, Robin and Lara. **CENTER:** Lil Jon pumps up the cast during a November guest appearance. From left are Amy, Robin, Lil Jon and George. **BOTTOM:** Westminster Dog Show champion, Sky, a wire fox terrier, is very excited to meet George and Robin in February 2014.

Beginning the day with positive thoughts overrides the brain's negativity bias, pushing the brain to instead be positive. "The brain is hard-wired to scan for threats. And it can get caught in a pattern of ruminating on negative things that leads to dreading going to work," Michelle says. However, thinking about small positives like Robin looking forward to saying "good morning" can train the brain to be happier and more optimistic. "It teaches the brain to scan for parts of life that are more meaningful," Michelle says.

That's good for workers' moods but also a company's bottom line.

"When the brain is positive, every aspect of business improves," says Shawn Achor, *New York Times* best-selling author of *The Happiness Advantage* and positive psychology researcher. "In my research, I've seen positivity lead to a 31 percent increase in productivity, sales rise by 37 percent and people are 40 percent more likely to receive a promotion within the next 12 months."



Lara sees evidence of that. "Because we all have an immense respect and love for each other and what we do, we bring our 'A' games to not only make ourselves look good, but to make each other look good, too," she says.

Choosing to Be Happy

In her research, Sonja Lyubomirsky, Ph.D., a professor of psychology at the University of California Riverside and author of *The Myths of Happiness*, found that instead of pursuing happiness through hedonistic means like buying an expensive car, people who adopt hobbies and career goals or join clubs and activities increase the likelihood of achieving—and sustaining—long-term happiness.

Looking beyond a paycheck can pay big dividends, Stacy says. That could be part of the *GMA* team's success.

"I never dreamed I'd be on TV, I just wanted to be happy," Robin says. "I've

never focused on how much someone can pay me. I just really wanted to do something that brought me joy."

For Ginger, it's helping others. "I take great responsibility for warning people about big weather events," she says. "And even if I deliver bad news, I'm happy that I, hopefully, helped them prepare and be informed."

Sonja says self-control also plays a role in workplace satisfaction. And that we choose to be happy in what we pay attention to and how we see and frame our daily experiences. "You can't acquire happiness, and it's not enough to wish for it. You must create or construct happiness," she says.

So what does choosing happiness at work look like?

It can be as simple as Robin's decision to choose to be grateful for her good neighbors when reporting about the behavior of bad ones or seeing the breeze off the Hudson River as a reminder of her home on the Gulf Coast instead of a source of unhappiness when winter weather descends on New York City.

It's also a matter of seeing work problems differently.

Stress is inevitable at work, but its effects on workers are not. "If people see stress as a threat or as something bad, they experience 23 percent more negative health effects than someone who sees stress as a challenge," Shawn says.

On the flip side, Shawn says seeing stress at work—like a demanding boss—as a challenge negates the effect work can have on your health. "Instead of seeing a disappointment like not receiving a promotion as a negative, see it as a challenge to perfect what you're doing and prepare for a different work task," he suggests.

"I'm a positive person at heart because of the example set by my mother. She was the pied piper, and our house was always full of neighbors. Some are drained by people, but I love being around them."

—Robin Roberts

