



Positive Product Design

Build software aligned to the science of human thriving



“ Technology has the potential to increase the tonnage of human happiness on our planet.”



MARTIN SELIGMAN, FATHER OF
POSITIVE PSYCHOLOGY

Foreword

After studying with Martin Seligman, the father of positive psychology, and learning about the science of thriving, I have been working to define a new direction for technology and human potential. I have spent hundreds of hours studying different aspects of positive psychology and have seen first hand that academics are innovators who dedicate their time to expanding the boundaries of what we know.

While the majority of psychology has focused on curing illness, humanistic and positive psychology focus on how to thrive and lead a self-actualized life, emphasizing freedom, personal responsibility, self-awareness, and personal growth. And, thanks to the dedication of academics, we now have a vast amount of research and knowledge about human potential, but most of it is stuck in academic journals with narrow readership.

Many are starting to spread their knowledge and research on how individuals can thrive and “live above neutral” more broadly through their own books, TED talks, and on social media, yet most science isn’t making it to the places where most people are – the technology they use.

Positive Product Design aims to solve this problem. Tech creators can use the Positive Product Design method to spread the science of self-actualization at scale. It takes all the principles that positive psychology researchers and other academics have defined and puts them in terms that technology creators can implement on to bring out the highest potential in people.

Using the methodology explained here, tech creators can measurably unlock human potential at scale.



COURTNEY BIGONY, CREATOR OF POSITIVE PRODUCT DESIGN

In this guide, “science of thriving” and “self-actualization” refers broadly to all sciences that promote life above neutral, including but not limited to humanistic psychology, positive psychology, transpersonal psychology, social psychology, developmental psychology, positive organizational scholarship, and organizational psychology.

The Positive Product Design Guide.

This guide is dedicated to the academics who inspire me to create.

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Table of Contents

SECTION ONE	What is Positive Product Design	7
	Who This Guide is For	8
	What You'll Learn	9
SECTION TWO	Moving Past Outdated Modes of Motivation	11
	Designing For Lasting Motivation	13
	A World With Positive Product Design	15
	Time For a Change	16
SECTION THREE	Establish Your Product's Benchmarks With The Human Potential Index	17
	Identify Areas of Weakness or Aspects to Strengthen	26
SECTION FOUR	Research, Ideate, and Innovate Product Features	27
	Innovating Features to Maximize Good	33
	Optimizing Features to Minimize Harm	35
SECTION FIVE	The Positive Product Design Scorecard	40
	Minimizing Harm	41
	Maximizing Good	42
SECTION SIX	Case Study: 15Five	43
SECTION SEVEN	The Positive Product Design Pledge	47
SECTION EIGHT	Conclusion	48
SECTION NINE	References	50
SECTION TEN	Appendix 1	53

What is Positive Product Design



Positive Product Design is a method for creating technology that measurably unlocks human potential. Heavily based in academic research, Positive Product Design helps product creators leverage the science of thriving to design products for positive impact.

Designing for positive impact means designing to minimize potential harm. We have natural vulnerabilities in our attention and biases, but with the right direction, designers can help protect these vulnerabilities. Designing for positive impact also means maximizing the good, or in other words, helping people realize their full potential. Minimizing harm is different from maximizing good, and we need both.

This method honors that businesses have revenue goals and acknowledges that user growth and retention will be prioritized. The goal of Positive Product Design is to help designers find the optimum balance between what the business needs and what's best for tech users.

There will always be features that must be designed for the business. The purpose of Positive Product Design is to help designers become aware of the vast array of opportunities to improve the lives of users, not just the user experience.

We can't overlook the larger good. When individuals begin to thrive and become their best selves, they create communities, workplaces, and educational systems that further this effort.

Who This Guide is For

This guide is for those interested in building positive technology that helps people lead more meaningful and self-actualized lives.

- + **CEOs**
- + **Product leaders**
- + **Product designers**
- + **Product managers**
- + **Engineers**

What You'll Learn

This guide will teach you how to design and build technology that helps people feel more energized and fulfilled. Positive Product Design is applicable across multiple domains, including workplace software, education software, social platforms, and technology developed to improve health and wellbeing.

Following are the simplified steps of the Positive Product Design method; the chapters that follow will provide the details needed for you and your organization to design products that deliver benefits for the company as much as the people who use it.

The Positive Product Design Method

Step 1: Establish your product's human potential benchmarks

- + Identify areas of weakness or aspects you want to strengthen

Step 2: Research relevant science to guide your design

Step 3: Ideate and test

- + Ideate and innovate by upleveling existing features or creating new features
- + Prototype and test
- + Incorporate into your roadmap

Step 4: Build and measure

- + Build and test the impact on the relevant measure
- + Repeat

The Positive Product Design method is designed to be flexible enough to naturally embed into existing processes.

SECTION TWO

Moving Past Outdated Modes of Motivation



Today, most software and apps—especially social media—motivate users **with systems of punishment and reward**, mimicking an outdated theory of motivation.

Push notifications and endless scrolls of information are a form of **positive-intermittent reinforcement** that draw people in again and again. Slot machine manufacturers use the same design to keep people glued to their product. This kind of design is used to maximize one metric: user engagement or time spent on screens. It's used to benefit the company, not their users.

“ Technology's supposed to be good. We've just mostly been in *The Empire Strikes Back* period of our technology. It doesn't have to be that way.”

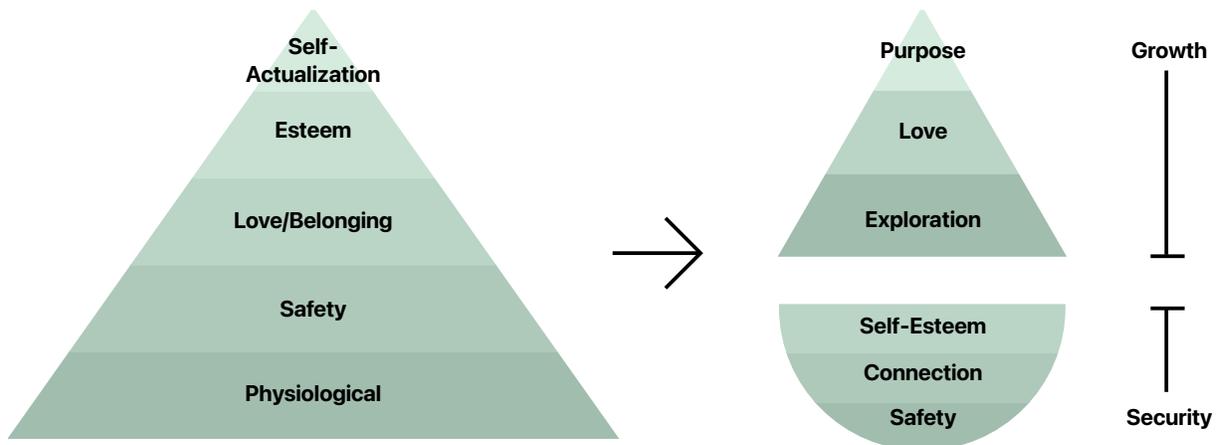
KARA SWISHER, ON UNLOCKING US
WITH BRENÉ BROWN

It is undisputed that technology has advanced our society in a multitude of ways, but the larger impact on our wellbeing and mental state is now highly questionable. Many argue that technology is doing more harm than good. And dire as it sounds, what it really means is that there is a huge area for opportunity ahead.

The carrot-and-stick approach motivates behavior extrinsically, but it does not motivate behavior from something deeper. Extrinsic motivations are based on getting a reward or avoiding a punishment. An example of extrinsic motivation is people working just for the money or paying taxes to avoid a fine. Intrinsic motivations, on the other hand, are more about personal growth and purpose. Think about people who do hobbies because of how they make them feel or working in a team because they enjoy collaboration. Lasting motivation, [it has been found](#), is intrinsic, that is, coming from much deeper preferences and desires. We can build technology that taps into the deeper sources of intrinsic motivation; this guide will show you how.

Designing For Lasting Motivation

Theories on what drive behavior have evolved significantly through time. Today, one of the most recognized theories of motivation was born from Abraham Maslow, who was one of the first to suggest that people were motivated by higher needs. He believed everyone ultimately wanted growth and self-actualization but had to have basic needs, like food and shelter, met first. His ideas became core to the human potential movement.



It should be noted that Maslow never actually created a pyramid to represent his hierarchy of needs. "Maslow's Pyramid" was created by management consultants in the 1960s. Scott Barry Kaufman has recently developed a new hierarchy of needs and sailboat model based on the latest science of self-actualization.

Unlike traditional psychology, which focuses on eliminating problems or helping people move from negative states to more neutral ones, the humanistic and positive psychologists asked what it takes for people to thrive.

Maslow, one of the leading architects of humanistic psychology, believed self-actualizing people have a different system of motivation and thinking. He systematically studied historical figures like Albert Einstein, Eleanor Roosevelt, and Abraham Lincoln to develop a list of the characteristics of self-actualizing people. He found that these individuals were motivated by health, growth, and love of humanity. They shared a deep sense of who they were and what they wanted to contribute to the world.

Maslow was not without criticism. Some saw his notion of self-actualization as too individualistic and selfish. Maslow questioned this later in his life, and worked to reconcile how self-actualized people could have such a strong sense of identity but also be so selfless.

Abraham Maslow died in 1970 before completing his theory of self-actualization. Cognitive scientist and humanistic psychologist, Scott Barry Kaufman would locate Maslow's unfinished manuscripts years later and refine Maslow's theory using modern science. Picking up where Maslow left off, [Kaufman found](#) that 10 of Maslow's proposed characteristics for self-actualization stood up to scientific scrutiny and identified seven principles to becoming a whole person. He was able to prove that self-actualized people don't sacrifice their potential in the service of others, rather they use their full powers in the service of others. In other words, what benefits the individual also benefits the whole of society, creating a positive sum game.

Right now, technology is playing a zero sum game. While their profits may be increasing, the wellbeing of their users is [on a decline](#). The question now is: Can businesses prioritize their users as much as their profit?

Organizations like Calm, BetterUp, and 15Five show that technology can be good for people and good for business. As of 2026, the meditation and sleep app Calm was valued at approximately \$2 billion. As of 2026, BetterUp, a mental health and coaching platform, was valued at over \$4.7 billion. As of 2026, 15Five, a holistic performance management platform has raised over \$94 million to build technology that helps people thrive at work.

A World With Positive Product Design

Tech creators, you have the potential to build a world in which technology benefits its users as much as the companies that make it. We could have a place where workplace software unlocks psychological safety and purpose while also transforming managers into positive, conscious leaders. Where social platforms genuinely strengthened relationships and dating apps actually help you meet the right person and stay with them. Where education platforms help children cultivate self-awareness, resilience, and a personal growth mindset. And productivity apps maximize users' time and energy. A place where health apps increase the amount of deep sleep people receive, spur movement, and inspire mindful meditation.



Time For a Change

There are good reasons now is a time ripe for a change. People everywhere want more from their lives. 2021 saw the greatest number of resignations since records have been kept. Mindfulness has become an entire industry. People are striving for purpose. And it's likely because they are being starved of fulfillment.

Research has proven that it's not fame, status, or image that makes people happy or satisfied. There are actually a list of more intangible things they require.

People need to:

- + feel psychologically safe and secure;
- + experience autonomy, freedom;
- + feel a sense of control;
- + develop close relationships with others;
- + feel like they belong;
- + feel seen and valued;
- + be aware of their unique strengths and leverage those strengths in all areas of life;
- + continually grow and develop, set intrinsically motivated goals, and make progress on meaningful work;
- + feel their life has purpose and that they contribute to something greater than the self.

“ The task of leadership is to create an alignment of strengths in ways that make a system's weaknesses irrelevant.”

PETER DRUCKER, MANAGEMENT
CONSULTANT AND EDUCATOR

We are facing a greenfield opportunity to transform technology. Just as companies like Calm, BetterUp, and 15Five, have designed technology that helps people realize their full potential, you can build products and features that both protect human vulnerabilities and meet the human needs that are core to feeling more fulfilled.

SECTION TWO

Establishing Your Product's Benchmarks With The Human Potential Index

We can only increase what we measure, so it goes without saying, to increase thriving, we must measure how well our products meet the core human needs that lead to that.

The Human Potential Index is currently the most complete measure of human potential and can help you create a detailed roadmap for areas of enhancement. Developed with leading self-actualization scientist, Dr. Scott Barry Kaufman and based on the work of over 100 academics, it is the best way to measure all human needs, mindsets, skills, and behaviors central to human thriving.

“ If the world wants to be serious about achieving progress we need to be much more serious about measuring what matters.”

MAX ROSER, FOUNDER AND
DIRECTOR, OUR WORLD IN DATA

Organizations often start with a big mission, vision, and goals. Many are aspirational and often reflect some aspect of human thriving. And while most build products that reflect their original ideals, few (if any) measure how well their offerings deliver on their stated mission beyond user growth and engagement.

Consider, online educator Coursera, which started with a vision to provide life-transforming learning experiences to anyone, anywhere. To see how they are following through on their vision, they could measure personal growth mindset and mastery.

It's important to prioritize a psychological impact measurement along with user growth and product engagement to understand the greater impact of your products.

Let's look at how a few different organizations could use the Human Potential Index to measure their missions.



Meta's mission is to give people the power to build community and bring the world closer together. If their product is doing what their mission says they want to do, they should rank high on High Quality Relationships.



LinkedIn's mission is to connect the world's professionals to make them more productive and successful. They should rank high on Purpose & Meaning.

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The 33 HPI Constructs

- Health & Vitality
- Financial Wellbeing
- Psychological Safety
- Resilience
- Autonomy
- Strong Relationships
- Self-Awareness
- Healthy Selfishness
- Self-Compassion
- Intrinsic Motivation
- Strengths
- Personal Values
- Self Regulation
- Mastery
- Self-Esteem
- Optimism
- Gratitude
- Curiosity
- Compassion For Others
- Personal Growth Mindset
- Progress
- Meaningful Contribution
- Mattering
- Passion
- Purpose & Meaning
- Flow - Absorption
- Flow - Challenge & Skill
- Positive Identity
- Hope
- Inspiration
- Peak Experiences
- Creativity
- Self-Actualization

The full measurement, which is currently under development, will include over 70 constructs.



Asana's mission is to help humanity thrive by enabling the world's teams to work together effortlessly. A relevant thriving construct from the Human Potential Index is Flow.



Apollo Neuro is on a mission to empower people to take charge of their mental health to live healthier, happier lives. A relevant thriving construct is Resilience.



Calm's mission is to make the world happier and healthier. They should rank high on Health & Vitality.

With 99 questions covering 33 constructs (positive psychology related themes), the Human Potential Index offers companies and individual tech creators the best way to measure how well their individual features and products are delivering on the original goals.

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The Human Potential Index

See Appendix 1 for more details on the science behind the Human Potential Index

THRIVING CONSTRUCT	QUESTIONS
Health & Vitality	<ul style="list-style-type: none"> + I am healthy. + I feel energized. + I am able to take adequate time to rest and recover.
Financial Wellbeing	<ul style="list-style-type: none"> + I am financially secure. + My finances are rarely a source of stress for me. + I rarely worry about money.
Psychological Safety	<ul style="list-style-type: none"> + It is safe to take a risk with people I am close to. + I am able to bring up problems and tough issues with others I am close to. + My unique skills and talents are valued and utilized by those I am close to.
Resilience	<ul style="list-style-type: none"> + I tend to bounce back quickly after hard times. + It does not take me long to recover from a stressful event. + I usually come through difficult times with little trouble.
Personal Autonomy	<ul style="list-style-type: none"> + I'm free to do things in my own way. + I feel my choices express my "true self". + I am free to do what interests me.
High Quality Relationships	<ul style="list-style-type: none"> + I do not have any difficulty expressing my feelings to people I am close to. + I try to develop meaningful relationships with others. + I take the time to understand people I am close to.

THRIVING CONSTRUCT	QUESTIONS
Self-Awareness	<ul style="list-style-type: none"> + I actively attempt to understand myself as best as possible. + I am aware of my inner thoughts and feelings. + I am in touch with my motives and desires.
Healthy Selfishness	<ul style="list-style-type: none"> + I balance my own needs with the needs of others. + I have healthy boundaries (e.g., I protect my needs). + I have a healthy form of selfishness (e.g., meditation, eating healthy, exercising, etc...) that does not hurt others.
Self-Compassion	<ul style="list-style-type: none"> + I am there for myself in times of need. + During tough times, I am kind to myself. + I treat myself like a good friend in times of need.
Intrinsic Motivation	<ul style="list-style-type: none"> + My work is aligned with my deepest interests. + My work is enjoyable. + My work makes me feel vital and alive.
Strengths Discovery & Alignment	<ul style="list-style-type: none"> + I am aware of my greatest strengths. + I regularly use my strengths. + I try to use my strengths in new ways.
Personal Values	<ul style="list-style-type: none"> + I am aware of my personal values that are most important to me. + I try to align my actions with my personal values. + I hold steadfast to my personal values, even when they're challenged.
Self-Regulation	<ul style="list-style-type: none"> + I am able to accomplish the goals I set for myself. + I set goals for myself and keep track of my progress. + I have a lot of willpower.
Mastery	<ul style="list-style-type: none"> + I am highly effective at the things I do. + I am almost always able to accomplish what I try for. + I often fulfill my goals.

THRIVING CONSTRUCT QUESTIONS

Self-Esteem	<ul style="list-style-type: none"> + I am very comfortable with myself. + I am secure in my sense of self-worth. + I like myself.
Optimism	<ul style="list-style-type: none"> + I am optimistic about my future in general. + I have a positive outlook on life. + I expect more good things in my life than bad.
Gratitude	<ul style="list-style-type: none"> + I have so much in life to be thankful for. + When I look at the world I see so much to be grateful for. + If I had to list everything that I felt grateful for, it would be a very long list.
Curiosity	<ul style="list-style-type: none"> + I view challenging situations as an opportunity to grow and learn. + I find it fascinating to learn new information. + I am always looking for experiences that challenge how I think about myself and the world.
Compassion for Others	<ul style="list-style-type: none"> + I am a very compassionate person. + Taking care of others gives me a warm feeling inside. + When I see someone hurt or in need, I feel a powerful urge to take care of them.
Personal Growth Mindset	<ul style="list-style-type: none"> + I am constantly striving for personal growth. + I am constantly striving to improve myself. + I constantly strive to be a better person.
Progress	<ul style="list-style-type: none"> + I have clear short term goals. + I regularly make progress on my most important goals. + I have the resources I need to make regular progress on my goals.

THRIVING CONSTRUCT	QUESTIONS
Meaningful Contribution	+ My work makes a difference.
	+ My work has a positive impact.
	+ My work makes a contribution to society.
Mattering	+ Often, people trust me with things that are important to them.
	+ People tend to rely on me for support.
	+ When people need help, they come to me.
Passion	+ My work is in harmony with other aspects of myself.
	+ My work is in harmony with the other activities in my life.
	+ When I'm engaged in my work, it makes me feel good about who I am.
Purpose & Meaning	+ I have a personal purpose in life that will help the good of humankind.
	+ I feel as though I have some important task to fulfill in this lifetime.
	+ I feel a great responsibility and duty to accomplish a personal mission in life.
Flow - Absorption	+ I often lose all sense of time during my day-to-day activities.
	+ I often get completely absorbed in what I am doing.
	+ I often get completely lost in thought during my day-to-day activities.
Flow - Challenge & Skill	+ I feel just the right amount of challenge.
	+ I know what I have to do each step of the way.
	+ I often strike a good match between my skill and challenge level.
Positive Identity	+ I continually strive toward becoming my ideal and best self.
	+ My identity encompasses the use of my greatest strengths.
	+ The different aspects of my self are all in harmony with each other.
Hope	+ There are many ways for me to get the most important things in my life.
	+ I can always find a way around any problem.
	+ I am hopeful I can reach my goals even if I have to take a different route.

THRIVING CONSTRUCT	QUESTIONS
Inspiration in Life	<ul style="list-style-type: none"> + I frequently feel inspired. + My work feels compelling. + I am inspired by the work I do.
Peak Experiences	<ul style="list-style-type: none"> + I often have peak experiences in which I feel new horizons and possibilities opening up for myself and for others. + I often have peak experiences in which I feel one with all people and things on this planet. + I often have peak experiences in which I feel a profound transcendence of my selfish concerns.
Creativity	<ul style="list-style-type: none"> + I come up with novel ideas that tend to be useful. + I come up with lots of novel ideas at work. + My ideas tend to be very innovative.
Self-Actualization	<ul style="list-style-type: none"> + I am all that I could be. + I am operating close to my full capacity. + I am fulfilling my full potential.

How Your Organization Can Use The Human Potential Index

Assess individual features

- Step 1:** Identify the thriving construct(s) and questions most related to your company's mission.
- Step 2:** Select the feature that should be delivering on the construct(s).
- Step 3:** Set a baseline by asking the question(s) before and after an individual uses that feature. For example, meditation apps could ask the "I feel energized" question from the Health & Vitality construct pre and post a timed meditation.
- Step 4:** Look at correlations between feature use and survey results. Did their answers to the questions increase? If not, that feature may not have enough positive impact.

Assess the entire product

- Step 1:** Identify the thriving construct(s) and questions most related to your company's mission.
- Step 2:** Present question(s) to first-time users.
- Step 3:** Repeat question(s) at 3, 6, and 12 months after first use.

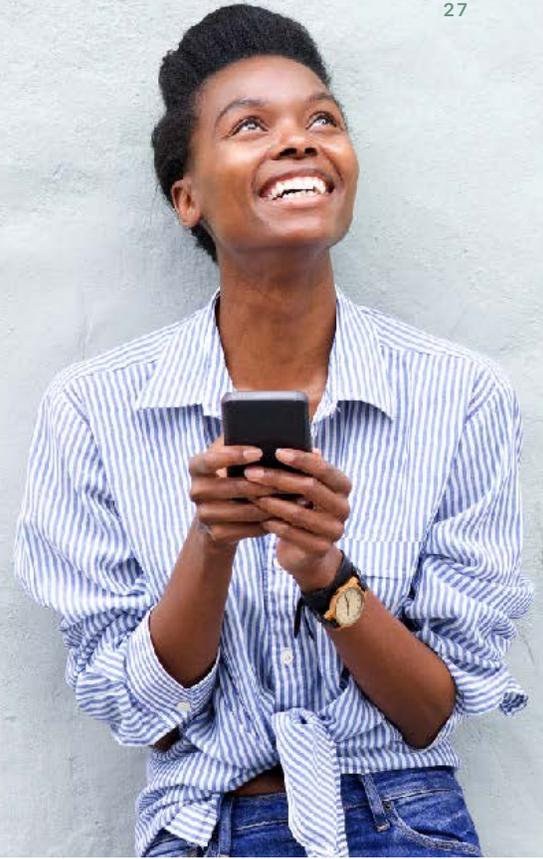
Identify Areas of Weakness or Aspects to Strengthen

After using the Human Potential Index you'll have a good idea of how well you're delivering on your original goals. If you're strong in the areas you looked at, great! You can move on to innovating new features. If you scored lower, however, it may be time to step back and determine the best course of action.



SECTION FOUR

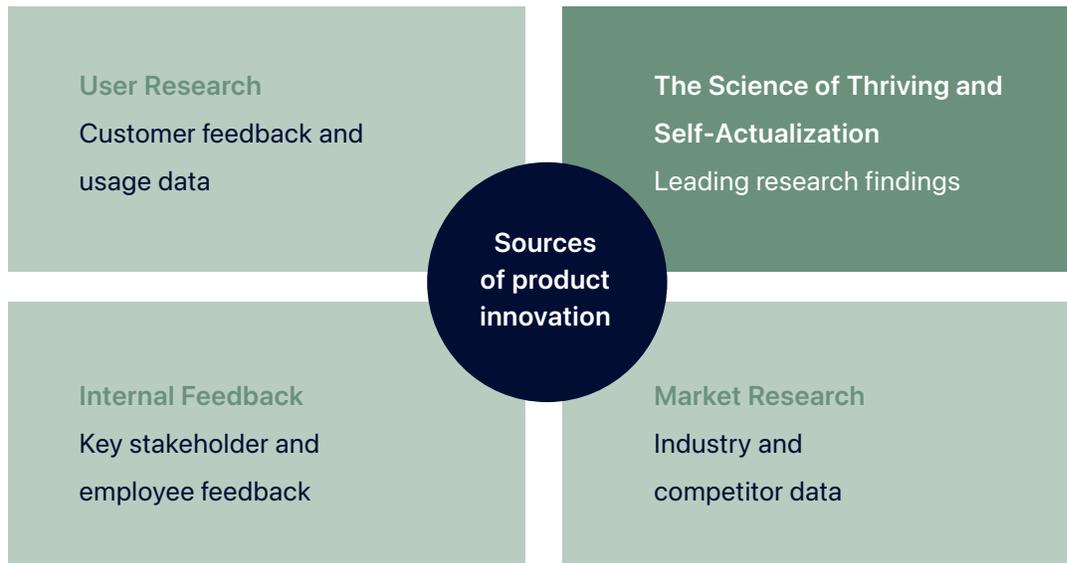
Research, Ideate, and Innovate Product Features



Designers have used several sources of information to innovate in the past – user research, market research, internal feedback. Now add to that list the latest science of thriving, which offers tech creators a new way to think about products and features. Instead of looking at each source of information separately, consider the science of thriving and self-actualization as you conduct customer research, market research, and gather internal feedback.

“ There’s still a lot of academic research that hasn’t been leveraged yet. There’s still a gap between what social science research shows and how a lot of businesses operate.”

ADAM GRANT, ORGANIZATIONAL
PSYCHOLOGIST AND PROFESSOR OF
MANAGEMENT AT WHARTON



By combining several sources of input, you can close the gap between what the science of thriving shows us people need and what our current technology is offering.

Positive Product Design aims to design for impact. While I urge everyone to design with the goal of increasing thriving, designing to minimize potential harm is just as impactful. Below you'll learn how to innovate product features that both protect human vulnerabilities and help people realize their full potential using the latest research as well as some known issues and easy fixes.

Identifying The Right Research For Innovation

Step 1: Start by identifying your platform type (e.g. workplace software, education software, social software, and/or health software).

PLATFORM TYPE	SOFTWARE EXAMPLES	RELEVANT PSYCHOLOGICAL SCIENCE
Workplace	Work Apps Productivity Software Collaboration Software	Organizational Psychology Positive Organizational Scholarship Humanistic and Positive Psychology
Education	Education Apps Learning Technologies	Developmental Psychology Humanistic and Positive Psychology
Social	Social Platforms Dating Apps	Social Psychology Humanistic and Positive Psychology
Health	Fitness Apps Lifestyle Apps Finance Apps	Health Psychology Humanistic and Positive Psychology

Step 2: Next search for relevant and actionable research related to your mission and offerings that can be turned into product features. Academics (and other trustworthy sources) are spreading and disseminating science through social media, books, blogs, magazine articles, TED Talks, and YouTube videos.

I have built a [Positive Product Design Library](#) for easy reference. In it, I have listed academics and other trustworthy sources organized by software type. Use the Thought Leader tab to find the people and sources relevant to your product. I've also listed the social media accounts so you can stay up to date on their thinking.

Research can also be sourced directly from original peer reviewed journal articles using [Google Scholar](#). To use Google Scholar, type in keywords related to your product or company mission. When you've found relevant articles, click on versions (e.g., "all 5 versions") to find an open access/free version.

Step 3: Identify any gaps between your product and the science and develop a plan to prototype, test, and build.

Let's look at a few examples...

Workplace Software

Recruiting software (think Greenhouse and Lever) can leverage relevant and actionable organizational psychology research on Realistic Job Previews in their Applicant Tracking Systems. [Research suggests](#) giving applicants a realistic preview of what a job entails on a day-to-day basis (both positive and negative) helps to reduce turnover by setting clear expectations and ensuring the applicant can decide if the job is the right fit for them.

Collaboration software (think Asana or Slack) can leverage relevant and actionable science on deep work. [Research shows](#) deep, undistracted work is becoming increasingly rare, yet leads to extraordinary performance and results. For example, Google's new Focus Feature for Google Calendar automatically declines meeting requests and protects a person's workflow.

[Research on teams shows](#) when it comes to teams, bigger isn't always better. The ideal team size is 4-6, with no more than 10 people. To promote group flow, collaboration software can nudge users when teams get too big, which could negatively impact collaboration.

Google Workspace can leverage organizational psychology to increase psychological safety at work. [Research suggests](#) that clarity of expectations increases psychological safety. When someone declines a gcal invite without including a reason, the psychological safety in an organization can diminish due to lack of clear expectations. To promote psychological safety, Google can nudge users in gCal to set clear expectations and explain why they declined when declining an invite.

Music platforms (think Spotify and iTunes) can leverage [research that shows](#) listening to background music with lyrics hinders worker attention and performance by developing instrumental only playlists for study, focus, and productivity.

Education Software

Education software (think Coursera and UdeMy) can leverage developmental psychology [research that shows](#) traditional lectures are the worst way for students to learn.

Students in classes with traditional lecturing are 1.5x more likely to fail than those with active learning. Additionally, research debunks the theory that people learn best when instruction matches each person's learning style, visual, auditory, or kinesthetic learners. According to the [latest science](#) all students learn best from visual information, and a combination of all three types (listening, reading, and doing) can help to improve understanding. Outlier, from the co-founders of Masterclass, have used evidence-based active learning principles to enhance comprehension and retention.

Social Software

Dating apps (think Tinder and OkCupid) can leverage relationship research to develop technology that helps you find the right person and stay with them.

Many online dating algorithms currently match people based on similarity in personalities or hobbies, which [research shows](#) is a weak predictor of long term relationship success. Dating apps can build features on more sound [research that shows](#) longer term relationship success depends more on factors such as emotional stability, kindness, loyalty, and growth mindset. Hinge is an example of technology that leverages the latest relationship science in their dating platform, using the Nobel prize-winning Gale-Shapley algorithm to find the most compatible matches.

Social platforms (think Facebook, Instagram, and Twitter) can leverage positive psychology and positive organizational scholarship research on positive identity. [Research shows](#) identifying a person's top strengths and values are central to developing positive identities. Facebook can develop profiles that highlight a person's top strengths and personal values.

Social apps can also leverage research on the negativity bias (an inclination to focus on what's bad rather than what's good) and social comparison theory (our natural tendency to evaluate ourselves in comparison to others) by nudging people to "Marie Kondo" their social media and mute/unfollow people who feel toxic and only follow people who bring them joy.

Innovating Features to Maximize Good

A commitment to making products that have deeper benefits for its users can be as simple as remembering to maximize the good and minimize the harm that the software can have. In short, let people choose how they want to experience your app and help them use your product in healthy ways.

Promote personal choice, agency, and control

Human thriving cannot result without freedom, agency, and choice. Letting people decide how they want to experience your app can have a huge impact on their ability to thrive. For example, Twitter recently added functionality that allows people to [control](#) who responds to their tweet. Unwanted replies make it hard to have meaningful conversations; this change gives people control over the conversations they start.

Another way to [promote freedom](#) and control is to let people undo their actions, like allowing people the ability to unsend an email.

When it comes to [data privacy](#), designers can promote personal choice by:

- + Clearly requesting permission before tracking and sharing data. Be transparent about how it will be used.
- + Decentralizing data storage and allowing individuals to be in charge of their personal data.
- + Transferring ownership to individual users and providing incentives for them to share their data back.

Encourage healthy product use

The single **best predictor** of behavior is ease of use. That means that people will do things that are easy even if harmful, so make it as easy as possible for people to do what's healthiest. You don't necessarily need to have only healthy features; providing healthier alternatives is just as good.

15Five, maker of continuous performance management software by the same name, developed a performance ratings feature based on market demand. However, they recognized that ratings promote bias and reduce motivation so they developed a ratings system that reduces idiosyncratic rater bias and offers a more holistic view of a person. Customers can choose the type of review they want to use.



Optimizing Features to Minimize Harm

The foundation of Positive Product Design is to do no harm. When we refer to minimizing harm we mean protecting human vulnerabilities, including overburdened brains and natural biases.

I've included some steps you can take below, but the [Center for Humane Technology](#) has the most complete set of resources for minimizing harmful technology.

“ The major problem in technology isn't privacy, it's misalignment with our innate psychological vulnerabilities.”

TRISTAN HARRIS, TECHNOLOGY ETHICIST, PRESIDENT AND CO-FOUNDER AT THE CENTER FOR HUMANE TECHNOLOGY

Reduce notification and information overload

Human attention and willpower is limited, and we now have shorter attention spans than ever. When people are bombarded with information and notifications, they become distracted, less present, and overwhelmed.

Reduce notification and information overload by:

- + Creating a list of all notifications and eliminating all the unnecessary ones.
- + Allowing people to batch notifications into digests when it makes sense.
- + Making it as easy as possible for people to adjust or turn off notifications.
- + Sending a reminder email or popup that directs people to their notification settings so they can adjust.



Increase the quality of screen time

People are spending more and more time online. [In the US alone](#), adults spend more than 6 hours a day on digital media, mostly on mobile phones.

The costs of spending a large fraction of our time online means less in-person interaction and time unplugged. However, according to the website [Our World in Data](#), time alone is a poor metric to gauge the effect of social media on wellbeing. The lesson for designers is: Instead of trying to restrict screen time alone, we should also focus on maximizing the value of time spent on apps.

A real-world example of this comes from 15Five, which developed a weekly check-in and 1-on-1 feature that maximizes the quality of 1-on-1 conversations between managers and their team members.

Employees spend 15 minutes a week reflecting on their workweek, and managers receive weekly updates that they can read in just five minutes. Once team members submit their update, they, along with their manager, can push the most important topics to their 1-on-1 agenda, organizing the most pressing talking points to review. This helps both managers and their direct reports focus on what matters most, like prioritizing specific roadblocks and challenges, allowing valuable manager and employee face-time to remain strategic, efficient, and meaningful.

Account for and reduce human biases

All humans are prone to bias, which makes them vulnerable to harming themselves and others.

To reduce human biases, identify the top one to two biases related to your product using [Growth Design](#) or the [Cognitive Bias Codex](#) and develop features to mitigate those top biases.

As an example, in an ideal world, social platforms would build features that combated the negativity bias (an inclination to focus on what's bad rather than what's good) and social comparison bias (our natural tendency to evaluate ourselves in comparison to others).

15Five is an organization that builds features with full knowledge of the biases related to their product. Knowing that performance ratings are highly biased, and biased performance ratings lead to biased compensation decisions, 15Five helps managers objectively assess performance throughout the year and developed a ratings alternative called the Private Manager Assessment. In it, they ask managers what they would do with each team member rather than what they think of that individual, reducing the idiosyncratic rater bias. And to reduce recency bias (the tendency to discount older information and remember only recent performance), 15Five developed a feature that allows managers and employees to reference past performance data for reviews.

Most assessments of performance, especially in the form of ratings, reveal more about the rater (62%) than the actual performance of the person being rated (21%), also known as the [idiosyncratic rater bias](#). Although managers rate other people's skills inconsistently, they are highly consistent when rating their own feelings and intentions.

Think through the potential negative impact of features

All technology used to extremes or in unhealthy ways can cause harm, even when the intention behind it was good.

Facebook's like button was originally intended to uplift and bring more positivity to the world. [Research suggests](#) positivity is critical to wellbeing and more of it can increase longevity, heart health, immune health, resilience, social support, and meaning. However, the like button, when used to extremes specifically by teenagers with low self-esteem [may have detrimental effects](#) on wellbeing.

When planning features and products, consider the following and ask yourself:

What could the negative impact be?

- + Assume the feature will be used by teens whose brains are wired for risk-taking, novelty-seeking, and peer relationships.
- + Assume the feature will be used to extremes and overused.
- + Assume the feature will be used by people who score high in neuroticism and are more prone to experiencing anxiety, depression, irritability, anger, agitation, and other negative emotions.
- + Assume the feature will be used in an environment characterized by low trust, low safety, low psychological safety, and fear.

Thinking through these potential use cases will buffer against unintended consequences.

The Positive Product Design Scorecard



The best way to assess the impact of your product is the Human Potential Index; however if this more rigorous assessment feels daunting, I've included this simple scorecard. It will help you determine how well your product both minimizes harm and maximizes good currently.

Every tech company will score differently based on their unique strengths and weaknesses.

“ An interface is humane if it is responsive to human needs and considerate of human frailties.”

JEF RASKIN, DEVELOPER OF APPLE
MACINTOSH

Minimizing Harm

How well does your company reduce notifications and information overload?

- 1. People are currently bombarded with notifications and information overload.
- 2. People are only somewhat protected from notification and information overload.
- 3. People can easily reduce notifications and are protected from notification and information overload.

How well does your company maximize the quality of screen time?

- 1. Most features are currently designed to only maximize user engagement or time spent on the app.
- 2. Some features are designed to maximize the quality of screen time as well.
- 3. Most features are designed to maximize the quality of screen time as well.

How well does your company account for and reduce human biases?

- 1. We do not currently account for or reduce human biases related to our app.
- 2. Features are somewhat designed to reduce human biases related to our app.
- 3. We account for and reduce the top 1 -2 human biases related to our app.

How well does your company think through and minimize the potential negative impact of features?

- 1. We do not currently have a process in place to think through and minimize the potential negative impact of features.
- 2. We occasionally think through and minimize the potential negative impact of features.
- 3. We have a process in place for thinking through the potential negative impact and actively take steps to minimize harm.

Minimizing Harm Score

Tally your scores from the Minimizing Harm questions

Score range 4 - 6 These scores highlight technology that doesn't yet minimize harm and protect human vulnerabilities.

Score range 7 - 9 These scores highlight technology that moderately minimizes harm and protects human vulnerabilities.

Score range 10 - 12 These scores highlight technology that minimizes harm and protects human vulnerabilities.

Maximizing Good

How well does your company measure the positive psychological impact of your products/features?

- 1. We do not currently measure the positive psychological impact of our products/features beyond user growth and engagement.
- 2. We sometimes measure the positive psychological impact of our products/features.
- 3. We currently measure the positive psychological impact of our products/features.

How well does your company develop features or uplevel existing features using the latest science of thriving and self-actualization?

- 1. We do not currently develop features out of the latest science of thriving and self-actualization. Some features are developed using the latest
- 2. science of thriving and self-actualization. Most of our features are aligned to the latest
- 3. science of thriving and self-actualization.

How well does your company encourage healthy product use in app by making it easy for people to make healthy decisions or providing alternative options?

- 1. We do not currently encourage healthy product use in app.
- 2. We encourage healthy product use in some places in app.
- 3. We encourage healthy product use as much as possible within the app.

How well does your company promote personal choice, agency, and control (e.g., by letting users undo their actions, by requesting permission to gather data)?

- 1. We do not currently promote personal choice, agency, and control.
- 2. We promote personal choice, agency, and control, but not consistently.
- 3. We promote personal choice, agency, and control whenever possible.

Maximizing Good Score

Tally your scores from the Maximizing Good questions

Score range 4 - 6 These scores highlight technology that doesn't yet maximize good and help people realize their full potential.

Score range 7 - 9 These scores highlight technology that moderately maximizes good and helps people realize their full potential.

Score range 10 - 12 These scores highlight technology that maximizes good and helps people realize their full potential.

Case Study: 15five

Human-centered workplace technology start-up, [15Five](#), builds software with engagement, performance, and OKR features, enabling HR leaders to drive meaningful business impact and create highly engaged, high-performing organizations. Using the Positive Product Design method, they have designed and developed features that unlock psychological safety, increase intrinsic motivation, strengthen relationships, and help people foster a growth mindset, promote nonviolent communication, and counter biases.

15Five's mission is to create highly engaged, high-performing organizations by helping people become their best selves. Their vision is to unlock the potential of every member of the global workforce.

Through an engagement-type survey, 15Five currently measures three constructs from the Human Potential Index related to their mission: psychological safety, autonomy, and purpose & meaning. They are also working to measure additional constructs like strengths and intrinsic motivation.



A Feature Designed to Increase Psychological Safety

15Five's check-in feature aligns with the science of recurring 1-on-1's. [Science shows](#) effective 1-on-1 conversations include two critical steps: a one-time role negotiation session to clarify expectations at the start of the relationship and regular, ongoing 1-on-1 meetings with direct reports.

The one-time role negotiation session increases psychological safety by clarifying the role and responsibilities. [Research shows](#) role clarity helps to cultivate psychological safety, or the belief it's safe to take risks, in the workplace because a clear understanding of job responsibilities and expectations gives people more confidence to speak up.

Career vision

Job clarity

Science shows job clarity cultivates [psychological safety](#). Add your job title and description below to get clear on your expectations and areas of responsibility.

Job title

Sales Director

Job description

- Build and develop a highly engaged and high performing sales team
- Develop a strategic plan to achieve sales targets and expand customer base
- Own and hit/exceed annual sales targets
- Understand category specific landscapes and trends

(product feature mockup; all product features are subject to change)

Recurring 1-on-1's that include both steps are shown to improve productivity and engagement, however most companies miss the critical first step to ensure role clarity.

A Feature Developed to Increase Intrinsic Motivation

15Five’s Objectives feature, originally inspired by the Objectives and Key Results (OKR) methodology highlighted in John Doerr’s (2018) [Measure What Matters](#), is a framework for defining and tracking business objectives and their outcomes. Objectives are a form of individual, departmental, and company-wide goal setting that create alignment and drives collective performance towards a common purpose.

The Objectives feature aligns with the science of goal setting. [Relevant research suggests](#) goals that are more intrinsically motivating, enjoyable, and aligned with an employee’s interests motivate high performance. 15Five enables employees to create goals that are aligned to their interests and are enjoyable and thereby intrinsically motivating.

The screenshot shows a user interface for setting objectives. At the top, it says 'Objectives' and 'Update your Objective status'. Below this is a progress bar for the objective 'More flexibility and reporting for admins', which is 84% complete and ends in 23 days. A rating scale from 1 to 10 is shown, with '8' selected. Below the scale is a text input field for a note, with the placeholder text 'This Objective leverages my strengths...'. An orange arrow points from the text 'Intrinsic Motivation' below to the rating scale.

(product feature mockup; all product features are subject to change)

Intrinsic Motivation

Assessing with the Human Potential Index

Through an engagement type survey, 15Five measures three constructs from the Human Potential Index – psychological safety, autonomy, and purpose & meaning. The survey is confidential and designed to be taken every 3 to 6 months.

15Five recently implemented their engagement survey and continues to gather data on how their product features increase thriving and create highly-engaged, high-performing organizations by helping people become their best selves.

The Positive Product Design Pledge

The Positive Product Design Collective is a community being established for companies and tech creators who publicly pledge to design for good and help humanity thrive together. Companies and product creators that take the Positive Product Design pledge are publicly committing to:

Helping People Realize Their Full Potential by:

- + Measuring the positive psychological impact of their products/features
- + Aligning their technology to the science of thriving
- + Encouraging healthy product use
- + Promoting personal choice, agency, and control

Protecting Human Vulnerabilities by:

- + Reducing notifications and information overload
- + Maximizing the quality of screen time
- + Accounting for and reducing human biases
- + Thinking through and minimizing the potential negative psychological impact of design features

Conclusion

Technology can certainly bring out the worst in all of us, but it also has the power to bring out the best side of human nature. This is my ultimate goal and the reason I dreamed up the Positive Product Design method. By creating a positive sum game between the world of academia and technology, businesses can innovate and people get access to healthier technology. Tech creators, are you ready to join our community and co-create the modern human potential movement? It's time to help humanity thrive, together.

Learn more at courtneybigony.com.



About Courtney

[Courtney Bigony](#) is on a mission to unlock human potential at scale. She helps companies build technology and AI that help people thrive and speaks about how Silicon Valley can join together in a movement to unlock human potential at scale. She has a Master's in Applied Positive Psychology from the University of Pennsylvania, where she studied with Martin Seligman, the father of positive psychology.

Positive Product Design was selected by Fast Company as a [2021 World Changing Ideas finalist](#) in the Wellness Category.

Want to work with Courtney?

If you'd like to learn more about the method or get in touch with the creator, Courtney Bigony, she can be reached at courtneybigony.com.



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Appendix I

The Human Potential Index includes 33 constructs central to unlocking human potential. It is designed to help tech creators measure how well their offerings deliver on their stated mission beyond user growth and engagement.

Many constructs have been reused and adapted with permission from pre-existing scales. The full measurement, which is currently under development, will include over 70 constructs. It will grow and evolve over time as new constructs are developed. If you do not see a construct or relevant measurement, please reach out to courtneybigony.com.

The Human Potential Index

Thriving Construct	Questions	Scales were reused and adapted with permission (*scales marked with an asterisk are influenced by and not directly reused)
Health & Vitality	<ul style="list-style-type: none"> + I am healthy. + I feel energized. + I am able to take adequate time to rest and recover. 	Influenced by: Subjective Vitality Scale (Ryan & Frederick, 1997)*
Financial Wellbeing	<ul style="list-style-type: none"> + I am financially secure. + My finances are rarely a source of stress for me. + I rarely worry about money. 	Influenced by: InCharge Financial Distress/ Financial Well-Being Scale (Prawitz et al., 2006)*
Psychological Safety	<ul style="list-style-type: none"> + It is safe to take a risk with people I am close to. + I am able to bring up problems and tough issues with others I am close to. + My unique skills and talents are valued and utilized by those I am close to. 	Team Psychological Safety Scale (Edmondson, 1999)

Thriving Construct	Questions	Scales were reused and adapted with permission (*scales marked with an asterisk are influenced by and not directly reused)
Resilience	<ul style="list-style-type: none"> + I tend to bounce back quickly after hard times. + It does not take me long to recover from a stressful event. + I usually come through difficult times with little trouble. 	Brief Resilience Scale (BRS) (Smith, Dalen, Wiggins, Tooley, Christopher, & Bernard)
Personal Autonomy	<ul style="list-style-type: none"> + I'm free to do things in my own way. + I feel my choices express my "true self". + I am free to do what interests me. 	Balanced Measure of Psychological Needs Scale (BMPNS) (Sheldon & Hilpert, 2012)
High Quality Relationships	<ul style="list-style-type: none"> + I do not have any difficulty expressing my feelings to people I am close to. + I try to develop meaningful relationships with others. + I take the time to understand people I am close to. 	High Quality Relationships Scale (Carmeli, Brueller, & Dutton, 2009)
Self-Awareness	<ul style="list-style-type: none"> + I actively attempt to understand myself as best as possible. + I am aware of my inner thoughts and feelings. + I am in touch with my motives and desires. 	Authenticity Inventory (AI-3) (Kernis & Goldman)

Thriving Construct	Questions	Scales were reused and adapted with permission (*scales marked with an asterisk are influenced by and not directly reused)
Healthy Selfishness	<ul style="list-style-type: none"> + I balance my own needs with the needs of others. + I have healthy boundaries (e.g. I protect my needs). + I have a healthy form of selfishness (e.g. meditation, eating healthy, exercising, etc...) that does not hurt others. 	Healthy Selfishness Scale (HS) (Kaufman & Jauk)
Self-Compassion	<ul style="list-style-type: none"> + I am there for myself in times of need. + During tough times, I am kind to myself. + I treat myself like a good friend in times of need. 	
Intrinsic Motivation	<ul style="list-style-type: none"> + My work is aligned with my deepest interests. + My work is enjoyable. + My work makes me feel vital and alive. 	Influenced by: Sheldon's Self-Concordance Model (Sheldon & Elliot, 1999; Sheldon, 2002)*
Strengths Discovery & Alignment	<ul style="list-style-type: none"> + I am aware of my greatest strengths. + I regularly use my strengths. + I try to use my strengths in new ways. 	Influenced by: Values in Action (VIA) Survey of Character Strengths (Peterson & Seligman, 2004)*

Thriving Construct	Questions	Scales were reused and adapted with permission (*scales marked with an asterisk are influenced by and not directly reused)
Personal Values	<ul style="list-style-type: none"> + I am aware of my personal values that are most important to me. + I try to align my actions with my personal values. + I hold steadfast to my personal values, even when they're challenged. 	Influenced by: Schwartz Value Survey (SVS) (Schwartz et al., 2012)*
Self-Regulation	<ul style="list-style-type: none"> + I am able to accomplish the goals I set for myself. + I set goals for myself and keep track of my progress. + I have a lot of willpower. 	Self Regulation Questionnaire (SRQ) (Brown, Miller, & Lawendowski)
Mastery	<ul style="list-style-type: none"> + I am highly effective at the things I do. + I am almost always able to accomplish what I try for. + I often fulfill my goals. 	Self Liking/Self Competence Scale (SLC-SR) (Tafarodi & Swann, 2001)
Self-Esteem	<ul style="list-style-type: none"> + I am very comfortable with myself. + I am secure in my sense of self-worth. + I like myself. 	Self Liking/Self Competence Scale (SLC-SR) (Tafarodi & Swann, 2001)
Optimism	<ul style="list-style-type: none"> + I am optimistic about my future in general. + I have a positive outlook on life. + I expect more good things in my life than bad. 	Comprehensive Inventory of Thriving (CIT) and Brief Inventory of Thriving (BIT) (Su, Tay, & Diener, 2014)

Thriving Construct	Questions	Scales were reused and adapted with permission (*scales marked with an asterisk are influenced by and not directly reused)
Gratitude	<ul style="list-style-type: none"> + I have so much in life to be thankful for. + When I look at the world I see so much to be grateful for. + If I had to list everything that I felt grateful for, it would be a very long list. 	Gratitude Scale (GQ-6) (McCullough, Emmons, & Tsang, 2002)
Curiosity	<ul style="list-style-type: none"> + I view challenging situations as an opportunity to grow and learn. + I find it fascinating to learn new information. + I am always looking for experiences that challenge how I think about myself and the world. 	Five Dimensional Curiosity Scale Revised (5DCR) (Kashdan, Disabato, Goodman, & McNight, 2020)
Compassion for Others	<ul style="list-style-type: none"> + I am a very compassionate person. + Taking care of others gives me a warm feeling inside. + When I see someone hurt or in need, I feel a powerful urge to take care of them. 	Dispositional Positive Emotions Scale (DPES) (Shiota, Keltner, & John, 2006)
Personal Growth Mindset	<ul style="list-style-type: none"> + I am constantly striving for personal growth. + I am constantly striving to improve myself. + I constantly strive to be a better person. 	Influenced by: Psychological Well Being (PWB) (Ryff, 1989)*
Progress	<ul style="list-style-type: none"> + I have clear short term goals. + I regularly make progress on my most important goals. + I have the resources I need to make regular progress on my goals. 	Influenced by: The Progress Principle (Amabile & Kramer, 2011)*

Thriving Construct	Questions	Scales were reused and adapted with permission (*scales marked with an asterisk are influenced by and not directly reused)
Meaningful Contribution	<ul style="list-style-type: none"> + My work makes a difference. + My work has a positive impact. + My work makes a contribution to society. 	Mattering Index (MI) (Elliott, Kao, & Grant, 2004) Influenced by: Mattering in Domains of Life Scale (MIDLS) (Scarpa, Zopluoglu, & Prilleltensky, 2021)*
Mattering	<ul style="list-style-type: none"> + Often, people trust me with things that are important to them. + People tend to rely on me for support. + When people need help, they come to me. 	Mattering Index (MI) (Elliott, Kao, & Grant, 2004) Influenced by: Mattering in Domains of Life Scale (MIDLS) (Scarpa, Zopluoglu, & Prilleltensky, 2021)*
Passion	<ul style="list-style-type: none"> + My work is in harmony with other aspects of myself. + My work is in harmony with the other activities in my life. + When I'm engaged in my work, it makes me feel good about who I am. 	Influenced by: Passion Scale (Vallerand et al., 2003)*
Purpose & Meaning	<ul style="list-style-type: none"> + I have a personal purpose in life that will help the good of humankind. + I feel as though I have some important task to fulfill in this lifetime. + I feel a great responsibility and duty to accomplish a personal mission in life. 	Characteristics of Self Actualization Scale (CSAS) (Kaufman, 2018) Influenced by: Meaning in Life Questionnaire (MLQ) (Steger et al., 2006)*

Thriving Construct	Questions	Scales were reused and adapted with permission (*scales marked with an asterisk are influenced by and not directly reused)
Flow - Absorption	<ul style="list-style-type: none"> + I often lose all sense of time during my day-to-day activities. + I often get completely absorbed in what I am doing. + I often get completely lost in thought during my day-to-day activities. 	Work Related Flow Inventory (WOLF) (Bakker, 2008); Flow Short Scale (Engeser & Rheinberg, 2008)
Flow - Challenge & Skill	<ul style="list-style-type: none"> + I feel just the right amount of challenge. + I know what I have to do each step of the way. + I often strike a good match between my skill and challenge level. 	Work Related Flow Inventory (WOLF) (Bakker, 2008); Flow Short Scale (Engeser & Rheinberg, 2008)
Positive Identity	<ul style="list-style-type: none"> + I continually strive toward becoming my ideal and best self. + My identity encompasses the use of my greatest strengths. + The different aspects of my self are all in harmony with each other. 	Influenced by: Dutton's Framework for Positive Identity Construction (Dutton, Roberts, & Bednar, 2010)*
Hope	<ul style="list-style-type: none"> + There are many ways for me to get the most important things in my life. + I can always find a way around any problem. + I am hopeful I can reach my goals even if I have to take a different route. 	Influenced by: Adult Hope Scale (AHS) (Snyder et al., 1991)*

Thriving Construct	Questions	Scales were reused and adapted with permission (*scales marked with an asterisk are influenced by and not directly reused)
Inspiration in Life	<ul style="list-style-type: none"> + I frequently feel inspired. + My work feels compelling. + I am inspired by the work I do. 	Influenced by: Inspiration Scale (IS) (Thrash & Elliot, 2003)*
Peak Experiences	<ul style="list-style-type: none"> + I often have peak experiences in which I feel new horizons and possibilities opening up for myself and for others. + I often have peak experiences in which I feel one with all people and things on this planet. + I often have peak experiences in which I feel a profound transcendence of my selfish concerns. 	Characteristics of Self Actualization Scale (CSAS) (Kaufman, 2018)
Creativity	<ul style="list-style-type: none"> + I come up with novel ideas that tend to be useful. + I come up with lots of novel ideas at work. + My ideas tend to be very innovative. 	Influenced by: Short Scale of Creative Self (SSCS) (Karwowski, Lebuda, & Wiśniewska, 2018)*
Self-Actualization	<ul style="list-style-type: none"> + I am all that I could be. + I am operating close to my full capacity. + I am fulfilling my full potential. 	Characteristics of Self Actualization Scale (CSAS) (Kaufman, 2018)

Human Potential Index Methods Overview

by Jeff Smith, PhD

Developed by Courtney Bigony, MAPP, Dr. Jeff Smith, and Dr. Scott Barry Kaufman, leading researcher on human intelligence, creativity, and self-actualization, the Human Potential Index (HPI) is currently the most complete measure of human potential that quantifies 33 human needs, mindsets, skills, and behaviors that lead to thriving, including health & vitality, financial wellbeing, psychological safety, resilience, autonomy, strong relationships, self-awareness, healthy selfishness, self-compassion, intrinsic motivation, strengths, values, self-regulation, mastery, self-esteem, optimism, gratitude, curiosity, compassion for others, personal growth mindset, progress, meaningful contribution, mattering, passion, purpose & meaning, flow, positive identity, hope, inspiration, peak experiences, creativity, and self-actualization. Organizations can use the Human Potential Index to determine if they are building positive technology and individuals can take it to assess their level of thriving.

The Human Potential Index and questions underwent a rigorous psychometric validation process led by Courtney Bigony, MAPP, Dr. Jeff Smith, and Dr. Scott Barry Kaufman. An extensive literature review of thriving, flourishing, self-actualization was conducted. Both peer-reviewed academic journals and industry resources were included in the literature review. Over 50 validated scales with over 1300 validated questions were considered for potential inclusion in the Human Potential Index.

The Human Potential Index currently includes 33 constructs from the latest scientific research across positive psychology, positive organizational scholarship, humanistic psychology, and organizational psychology. Many of these constructs and items have been previously validated in peer-reviewed studies and reused and adapted here with permission, including the following: psychological safety, resilience, autonomy, high quality relationships, self-awareness, healthy selfishness, self regulation, mastery/ self competence, self-esteem, optimism, gratitude, curiosity, compassion for others, meaningful contribution, mattering, purpose & meaning, flow, peak experiences, and self-actualization. Questions in all other themes were developed and inspired by pre-validated scales. See the table above for details.

We secured approval to use questions from previously validated scales when possible, as noted above. We reused with permission, created, adapted, refined, tested, and validated over 300 questions during four rounds of psychometric validation with a global sample of over 2100 full-time employees. All final themes and questions loaded on a general factor of Reaching One's Highest Potential. All final themes include questions with a minimum $\alpha > 0.7$.

We are eager to explore and add other constructs related to human potential, self-actualization, and thriving. Please reach out to courtneybigony.com if you would like to discuss your research or suggest additional research we should take a look at.

Acknowledgements

The following individuals at 15Five supported the development of the method: 15Five's founder, David Hassell, co-founders, Shane Metcalf and Nazar Ivaniv, COO Jim Morrisroe, CMO Julia Stead, as well as key contributors including Courtney Yazzie, Joe LaGrutta, Meesh Lin, Holly Kennedy, Kesh Vallot Shannon, Abbigail Christensen, Ramla Mahmood, Nata Karnaulskaya, Jenn, Onyeagbako, Erik Rhoten, Josh Lankford, Vicky Irvin, Heather Blair, Chris Nicol, Carly Moss, TJ Vo, Zo Nicole, James Park, Ife Akinbolaji, Katia Suchkova, Shem Rajoon, Robert Enck, Baili Bigham, Oleksij Yanko, Ben Grossblatt, Dianne Frommelt, Cathlynn Carman, Colin Powell, Harry Kaplowitz, Aliona Tudan, Chad Bender, João Guerreiro, as well as the first dozen employees who contributed to 15Five's foundational product, business, and culture including Krystian Cybulski, Emily Diaz, Paul Logston, David Mizne, Meilena Hauslendale, Stacey Hurst, Carson Adam, Priscilla Zorrilla, Yaroslav Skorokhid, Raymond Zhou, Hollie Aghajani, Mykhailo Grabovskyi, Rafael Fernandes, Bartek Grabski, Patrick Sanders, Robert Angyal, Tim Rafferty, Kristina Mashchakevych, Mitchell Yee, Luke Guevara, Lior Givol, Jennie Yang, Seth Eisenberg, Kaelon Russell, Brad McGinity, and all other 15Five team members who have joined since.

