

WHITE PAPER

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The Periodic Table of Workplace Thriving:

A New Lens on Wellbeing, Performance and Development in Rapidly Evolving Times

The Periodic Table of Workplace Thriving is a research-informed conceptual framework that integrates decades of psychological, organisational and systems science. It is designed to identify both the enablers and barriers of human thriving, bringing clarity to the factors that drive wellbeing, performance and development across individuals, teams, and broader social systems.



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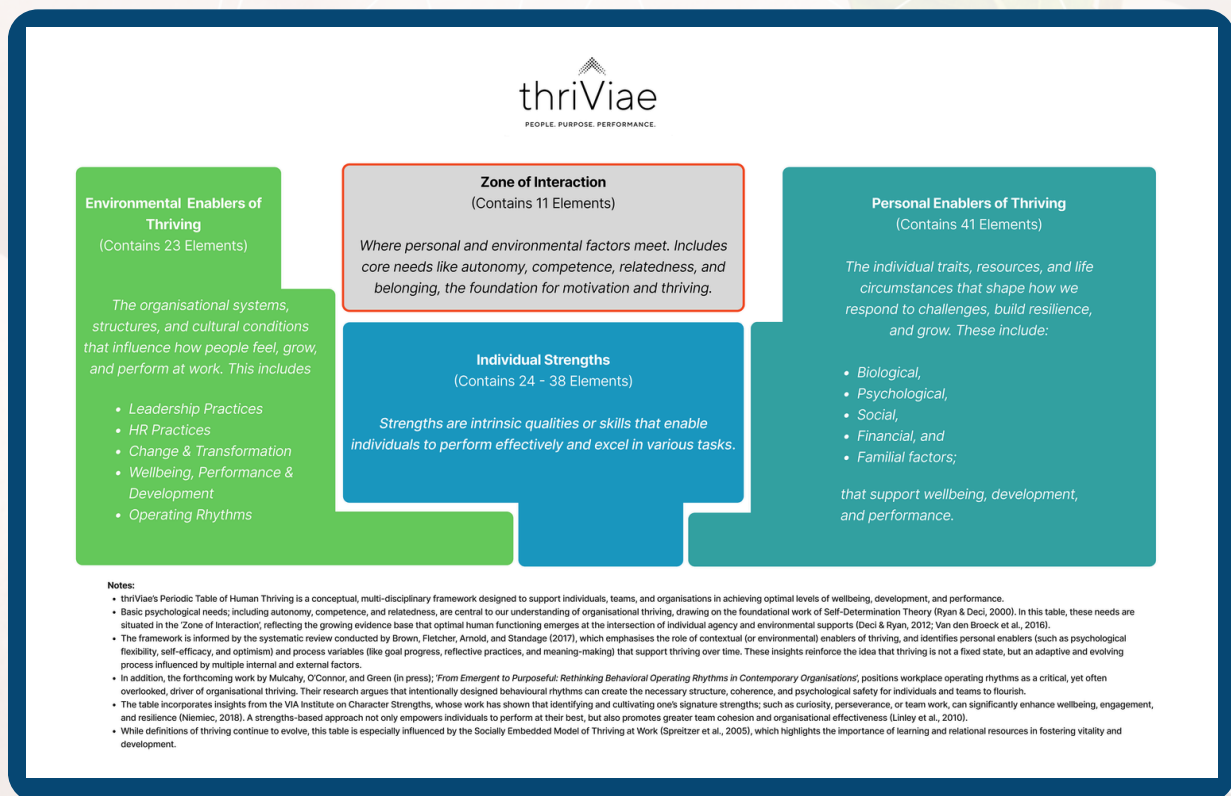
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Executive Summary

The Periodic Table of Workplace Thriving is a scientifically informed visual framework developed by thriViae to help individuals, teams and organisations unlock sustainable wellbeing, development and performance. Drawing from disciplines including coaching psychology, systems theory and organisational science, it maps both personal and environmental enablers of thriving, clarifying what supports or undermines human potential across a range of life domains.

At the heart of the model is the **Zone of Interaction**, a dynamic space where individual agency meets environmental support. When core psychological needs, such as autonomy, competence, relatedness and belonging are met, people don't just cope, they flourish. This white paper outlines the scientific foundations behind the framework and demonstrates how thriViae leverages it to deliver practical, scalable workplace transformation.



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At the centre of the table is a strengths-based lens, recognising that identifying and applying one's unique capabilities plays a vital role in supporting wellbeing, resilience, and performance. The table organises the key enablers of human thriving into two domains: on the left-hand side are the environmental enablers, such as leadership, HR practices, and ways-of-working; on the right-hand side are the personal enablers, including biological, cognitive, financial, social and familial factors. At the top centre of the table lies the **Zone of Interaction**, where elements like autonomy, competence, relatedness, and belonging converge, highlighting that true thriving emerges when individual agency is supported by an enabling environment. Each element represents a category that evidence-based research shows can either support or constrain individual, team, or organisational thriving.

Why It Matters

Thriving isn't just a workplace concern; it's a human one. When we design systems that support both people and performance, we uphold our values and create healthier, more connected communities. thriViae combines your data with our proprietary algorithm, advanced analytics, and AI agents to scan the elements of human thriving, revealing what's working, what's missing, and where to focus. With dynamic toolkits and tailored training, we make complex challenges practical and actionable, helping leaders and organisations unlock potential and drive real impact.



Mental illness affects 1 in 4 of us. 17 suicides will have taken place by the time you finish reading this paper. Mental disorder is common, it is serious and it is global. (Dr K Pike. Columbia University)



US\$1 trillion is lost annually as a result of the global employee wellbeing crisis (World Health Organisation).



By 2030, up to 375 million people may need to change jobs entirely due to automation and AI (McKinsey).



US\$7.8 trillion is the cost of underperforming teams globally, equivalent to 11% of global GDP (Gallup).



375 million people may need to change jobs by 2030, making it essential to support human transition with systems that promote agency, adaptability and dignity



US\$3.1 trillion is drained from the global economy due to data silos and fragmented systems (McKinsey).



Depression and anxiety disorders result in the loss of 12 billion working days annually, costing the global economy US\$1 trillion each year in lost productivity (The World Health Organisation).



US\$2.3 trillion is lost to failed organisational transformations each year (EurekaAlert).

How Is This Different?

Workplaces today are evolving rapidly, shaped by complexity, continuous change, and growing demands on both people and systems. In this environment, understanding what helps individuals and teams thrive isn't just important, it's essential. But thriving is not a fixed state. It shifts, moment to moment, depending on how people interact with each other and the systems around them.

The Periodic Table of Workplace Thriving (PTWT) offers a new lens. It brings structure to the complexity, revealing how personal and environmental enablers combine to shape unique patterns of thriving. At its centre is a breakthrough concept: the **Zone of Interaction**, a space where no two teams or individuals share the same chemistry, and where the conditions for thriving emerge.

At thriViae, we apply the PTWT through proprietary AI and data engineering to surface real-time priorities and deliver clear, practical actions, supporting leaders and teams in the moments that matter most.

What Makes the Periodic Table of Workplace Thriving a World First

Unites Wellbeing, Performance & Development

The PTWT integrates these three critical domains, typically treated separately, into a single, interconnected system. It recognises that thriving at work depends on how people feel, perform, and grow.

Introduces the Zone of Interaction

This novel concept captures the live, relational space where personal and environmental factors meet. It reflects each team's unique chemistry and shows how thriving emerges through unique patterns of interaction.

Scales Across Individuals, Teams & Systems

Whether applied to one person or an entire organisation, the PTWT offers a consistent, flexible framework, allowing leaders to align language, action, and insight across every level.

How thriViae Applies the PTWT to Deliver Real-World Value

Identify Priorities and Support Practical Action

We distil complex dynamics into focused, practical next steps, tailored to the team's unique conditions and ready to apply immediately. We also provide dynamic toolkits to help teams embed these actions within the flow of work.

Real-Time Insight in the Moments that Matter

Powered by proprietary data science, we use the PTWT to reveal live, workplace priorities, helping leaders make proactive, timely, informed decisions without relying on reactive one-off surveys and delayed feedback loops.

Continuous Impact Without Consultants

thriViae enables ongoing, intelligent support, reducing reliance on external consultants and building internal capability over time. No more costly one-off interventions or lengthy budget approval delays.

Strategic Use Cases

The thriViae team have packaged 101 elements of the Periodic Table of Workplace Thriving, along with decades of research and leadership expertise, into a **next-generation workforce intelligence system**. thriViae's proprietary SaaS platform, combines with advanced data analytics, artificial intelligence and human oversight, to deliver real-time insights that improve wellbeing, build capability and sustain high performance.

Unlike one-off surveys or siloed analytics, this is an always-on platform delivering dynamic team and organisation-wide intelligence. Custom toolkits and tailored capability uplift programs empower leaders to take proactive action, mitigate risk and invest where it matters most.

While designed for enterprise, education and sport, the platform can be uniquely configured for macro level insight and analysis including Trade Unions, Member-Based Organisations and Government Bodies seeking to influence policy, advocacy and system-level change.

thriViae bridges the gap between intelligence, strategy and practical action, enabling meaningful and measurable outcomes at every level of the system.



Workplace Operating Rhythm Example

A national financial services company uses the thriViae platform to run an Operating Rhythm Diagnostic across its customer support division. Within four weeks, leaders identify key friction points and made evidence-based changes that reduced meeting overload, improved psychological safety and boost weekly engagement scores by over 17%.



Educational Settings

A progressive school leadership team uses the thriViae platform to respond to growing concerns about student anxiety and declining mental health. Using the custom survey features, they gather insights from parents and staff, use the platform to quickly analyse the results, creating a five-step action plan. This includes rolling out thriViae's 'Best Self' program for staff, along with an adapted version for students. The result is the creation of a shared language around mental health, practical tools embedded across the entire school ecosystem, helping to strengthen self-esteem, promote student connectedness and build self-confidence.



Trade Union or Government Agency

A major trade union partners with thriViae to collect member insights during enterprise bargaining. The diagnostic helped surface patterns in workload, systemic leadership failure and weak governance practices exposing employees to excessive risks. The insights provide negotiators objective data to support claims and improve working conditions. The process also builds member trust by capturing their lived experience in real-time, ensuring proactive regulatory or union intervention.

Targeted Use Case No.1

Example of thriViae in action across real-world challenges.



Example Use Case: Moving Beyond Assumptions to Improve Wellbeing

Sector: National Retailer

Focus Areas: Wellbeing • Leadership Alignment • Real-Time Monitoring

Challenge: Persistent stress leave, rising EAP usage, and continued high attrition are driving up costs. Executive Management have been advised by Front Line Leaders that high workload is to blame. The Board is not convinced and lack the data needed to verify the root causes and take appropriate action.

Solution: thriViae's diagnostics surfaces patterns in a lack of psychological safety, inconsistent leadership effectiveness, and numerous causes of low staff morale. The HR team layered in absenteeism, EAP usage, and time-tracking data via the platform's data upload feature.

Impact:

thriviae helps the Board and Executive move from assumptions to fast, targeted action, embedding wellbeing into daily operations and saving time across teams.

- Using the *Data Upload Template*, consolidates existing HR data into one place, saving hours of manual work, integrating insights and improving organisational memory.
- *Monthly Wellbeing Reporting Pack*, gives leaders real-time insight to act with clarity and alignment.
- *The 'Best Self Program'*, delivers practical wellbeing training at scale, strengthens in-house leadership and improved training capability.
- *Team Action Planner & Manager Check-In Guide*, helps leaders respond quickly with team-specific actions, improves leadership effectiveness and supports change embedment.
- *Internal Comms Planner*, ensures consistent messaging, boosts leadership effectiveness, aligns actions to organisational mission, vision and values.

The result: faster mobilisation, stronger leadership alignment, and a measurable lift in psychological safety and team morale. Additional time and cost saves vis-a-vie traditional ad-hoc siloed interventions.

Targeted Use Case No.2

Examples of thriViae in action across real-world challenges.



Example Use Case: Accelerating AI Readiness with Employee-Centred Insight

Sector: Professional Services Firm

Focus Areas: AI Readiness • Digital Confidence • Skill Development • Employee Transition

Challenge: Sluggish adoption of new AI tools, rising employee job insecurity, and unclear transformation messaging are stalling productivity. Front line teams report skill gaps and confusion, but executives lack visibility into AI core competencies and readiness levels.

Solution: thriViae's AI Readiness tools reveals low confidence in digital tools, unclear role expectations, and uneven skill distribution across teams. The HR team layer in digital adoption rates, training engagement, and qualitative feedback using the Skills & Sentiment Tracker.

Impact: thriViae help the Executive Team move from uncertainty to targeted, employee-informed action, accelerating transformation and improving confidence across the organisation.

- *AI Readiness Pulse Survey*, helps identify confidence gaps and resistance hotspots, enabling focused support where it was most needed.
- *Leadership Maturity Heatmap*, highlights relative leadership capability across front line leaders.
- *Skills & Sentiment Tracker*, provides a real-time view of training uptake, digital tool usage, and team-level adoption challenges.
- *Digital Transformation Report Pack*, equips leaders with actionable insights to guide decision-making and communicate progress clearly.
- *PathShift Pro & SkillShift Pro*, delivers structured support for staff through upskilling or career transition, reducing anxiety and improving role clarity.
- *Targeted Comms Framework*, aligns messaging across functions and teams, building trust and increasing buy-in during each phase of change.

The result: a faster, more effective transformation and capability uplift. Reduced disruption, stronger engagement, and a workforce aligned for future success, delivered at a fraction of the cost by eliminating the need for external consultants.

Targeted Use Case No.3

Examples of thriViae in action across real-world challenges.



Example Use Case: Smarter Leadership Uplift: No More One-Size-Fits-All

Sector: Global Financial Services Organisation

Focus Areas: Leadership Maturity • Capability Prioritisation • Targeted Coaching • Strategic Alignment

Challenge: Years of investment in generic leadership programs has not delivered meaningful behavioural change. The Senior Leadership Team want fast, credible data to identify where capability gaps exist and avoid additional spend on another one-size-fits-all initiative.

Solution: thriViae's Leadership diagnostics reveals key gaps in leader maturity and effectiveness across various business units. A data-driven heatmap shows an over-reliance on task execution and operational control, with underdeveloped behaviours in strategic delegation, decision-making confidence, and role clarity.

Impact: The insights enabled the People & Culture team to design a targeted coaching program that addressed the specific needs of people leaders, rooted in their real-world challenges, not theory.

- *Leadership Analysis Toolkit* pinpoints strengths, highlights gaps and recommends priority actions.
- *Leadership Maturity Heatmap*, visualises capability patterns across functions, ensuring action is taken where it is most needed.
- *Custom Coaching Design Pack*, ensures capability uplift and coaching interventions are designed to the specific needs of the organisation. Empowers L&D and procurement to ensure investment in coaching is tailored, rather than rely on generic one-size-fits-all 'hope it works' investment.
- *Tracking of OKRs*, ensures required leadership actions are operationalised and embedded into day-to-day ways of working.

The result:

Leadership development with traction. Smarter, faster, and tailored to what people leaders actually need, without the need for external consultants.

Scientific Foundations

The Periodic Table of Workplace Thriving integrates a wide body of research to map the enablers of thriving across multiple domains of life. It draws upon:

Self-Determination Theory

(Ryan & Deci, 2000; 2012): which emphasises that when autonomy, competence, and relatedness are supported, people are more likely to experience optimal motivation and wellbeing.

The Socially Embedded Model of Thriving at Work

(Spreitzer et al., 2005): which highlights the importance of learning and relational resources in fostering vitality and growth.

Sports and Behavioural Science

Brown et al.'s (2017) systematic review, which identifies both environmental and individual enablers of thriving, including reflective practices, goal progress and meaning-making.

Positive Psychology

Niemiec's (2018) work on VIA Character Strengths: showing that activating one's signature strengths improves resilience, engagement and cohesion.

Organisational Analysis

Mulcahy, O'Connor & Green (in press): who position Behavioural Operating Rhythms (BORs), the systemic patterns of communication and routines, as critical, and often overlooked, drivers of individual and team sustained performance.

Why Behavioural Rhythms are Element #1

Behavioural rhythms shape every part of human life, not just how we work, but how we live. From family routines and social interactions to learning habits, career decisions, and even leisure, rhythms give structure to experience. When left to chance, they can create confusion, friction and fatigue. But when designed with intention, they build clarity, coherence and energy. In organisations, these rhythms influence how information flows, how people align, and how support is sustained. Whether at home or at work, intentional rhythms create the conditions for people to thrive, supporting wellbeing, enabling development and sustaining performance.

Wellbeing

“

Improved Psychological Safety Can Reduce Turnover by 27%.

Organisations with high employee wellbeing see a 66% lower burnout risk.

Gallup

”

Development

“

Employees who use their strengths daily are 6x more likely to be engaged and 3x more likely to report excellent quality of life.

Gallup

”

Performance

“

Organisations fostering employee involvement and engagement experience notable productivity enhancements.

World Economic Forum

”

Strengths

Strengths are the positive traits and abilities that shape how individuals and teams perform at their best. They reflect what energises people, builds confidence, and enables meaningful contribution. That's why, in the Periodic Table of Workplace Thriving, strengths sit at the centre, acting as a core driver of motivation, resilience, and performance. thrIViae takes a strengths-based approach grounded in research and real-world application, helping people identify and apply what they do best to support thriving across roles, teams, and organisations.



How Strengths Fit the Table

In the Periodic Table of Workplace Thriving, individual strengths sit at the centre because they influence every other domain, personal, environmental, and interactional. They influence how people respond to challenge, build connection, and find meaning. When strengths are activated, individuals and teams increase energy, cohesion and productivity.



FACTS

Why Strengths Matter

Research from the VIA Institute shows that people who regularly use their character strengths:

- **Are up to 6x more likely to be engaged at work**
 - **Report higher life satisfaction and lower stress**
 - **Experience greater collaboration and team trust**
-

Strengths remind us that thriving starts from within. When we understand and apply what makes us feel most alive, using our strengths brings greater energy, resilience, and joy to everything we do. At the heart of every thriving system are people who feel seen, capable, and connected. Cultivating strengths is one of the most practical ways to make that possible.

Environmental Enablers

Thriving doesn't happen by chance, it happens by design. Environmental enablers are the organisational conditions that either support or constrain wellbeing, development and performance. From high performance sport to schools and workplaces, they shape the context in which individuals and teams operate every day. In the table, the 24 environmental elements are clustered into evidence-based categories, each with a critical role to play.

4

THE CORE FOUR

These four domains form the foundational scaffolding for any thriving system.

Together, they influence how work is experienced, how people grow and how outcomes are measured.

- 1. Operating Rhythms:** The cycles of activities, reviews, approvals, meetings, reporting, check-ins and feedback loops that provide coherence and reduce chaos.
- 2. Wellbeing:** The policies, support structures, and cultural norms that protect mental and emotional health.
- 3. Development:** Pathways for learning, upskilling and progression that foster growth and confidence.
- 4. Performance:** Clear goals, role expectations and recognition systems that align effort with impact.

When these elements are in sync, they create psychological safety, energise teams, and reduce the noise that leads to burnout or disengagement.



LEADERSHIP

We examine leadership through the elements of maturity, effectiveness, accountability, empowerment, goal attainment and systems awareness. Leaders influence not just outcomes, but the conditions under which people work. In thriving systems, leaders are attuned to how structures, rhythms, and relationships interact. They build trust, align teams with purpose and model behaviours that empower others to grow and perform. Leadership is about creating the conditions for everyone to thrive.



TRANSFORMATION

Thriving systems are designed to adapt, not just endure. This cluster includes the structures and processes that support change readiness, such as communication strategies, co-design approaches and agile implementation rhythms. When transformation is intentional and inclusive, it becomes a source of energy, not anxiety.



PEOPLE & CULTURE

People are the heartbeat of a thriving organisation. This includes physical conditions, psychological safety, promotional criteria, strengths usage, engagement and policy design. When organisational and team culture is intentionally designed it has potential to support wellbeing, development, and performance.

Personal Enablers

Personal enablers are the individual-level factors that either support or constrain wellbeing, development and performance. They influence how people experience life across multiple domains, including how we respond to challenges and engage with the world around us. In the table, the 41 personal elements are clustered into **five evidence-based categories**, each playing a critical role in shaping human capacity, resilience and ability to thrive.

FAMILIAL



Familial enablers relate to the home environments we are raised in and the ones we create as adults. This includes emotional support, healthy communication, family wellbeing practices and cultural traditions. Elements such as positive role modelling, intergenerational bonding, educational encouragement and resilience-building all contribute to a person's sense of stability and identity. Families, in all their forms, play a foundational role in shaping how individuals adapt, connect and thrive across the lifespan.

BIOLOGICAL



These are the physiological and genetic factors that affect baseline energy, mood regulation, stress resilience and overall functioning. This includes sleep quality, physical activity, nutrition, avoidance of harmful substances and hormone levels. While organisations can't control individual biology, they can design environments that promote physical health, through ergonomic design, access to healthy food and a culture that values rest and recovery.

COGNITIVE



Cognitive enablers reflect how individuals think, feel, and make meaning of life experiences. This includes inner resources such as self-awareness, mindfulness, resilience, grit and joy; as well as broader constructs like purpose, values, personal ethics and trust in self and others. Together, these elements shape how people respond to challenge, stay focused on what matters and navigate uncertainty with clarity. When nurtured, they support deeper engagement, wiser decision-making and sustained motivation across all areas of life.

Personal Enablers cont...

The personal enablers in the table reflect a holistic and integrated view of what drives individual and team thriving. Drawing from biological, psychological, social, familial, and financial dimensions, they recognise that unlocking human potential requires a holistic and multi-disciplinary approach. From physical health and emotional regulation to financial literacy and social support, each element plays a distinct role in how individuals adapt, grow, and perform. Together, they offer an integrated lens for understanding the ingredients that contribute to human thriving.

SOCIAL



Social enablers reflect the quality of a person's relationships and their access to supportive social structures. This includes peer networks, civic engagement, inclusion, and a sense of connection and belonging. Broader factors—such as access to education, housing stability, safety, social status, cultural norms, and employment opportunities—are not just buffers against stress and burnout; they form the foundation for sustained wellbeing, growth and performance across every area of life.

FINANCIAL



Financial enablers relate to a person's resources, behaviours and beliefs around money. This cluster includes elements such as saving, investing, budgeting, insurance, debt management and access to financial support. Beyond income level alone, it reflects a person's financial literacy and their relationship with money. Supporting people to build financial resources and stability is key to reducing cognitive load, enabling long-term planning and satisfying foundational psychological and physical needs.



Personal capacity isn't fixed. It's shaped by what we nurture, biologically, cognitively, socially, emotionally and financially.



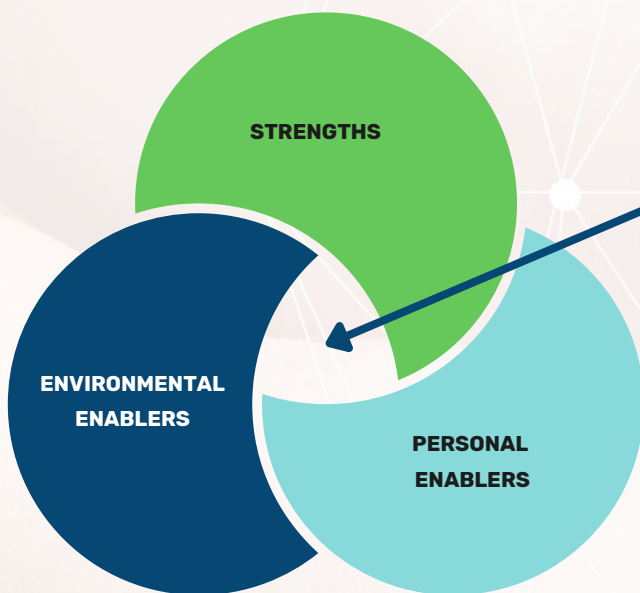
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Zone of Interaction

The **Zone of Interaction** is the central top layer of the Periodic Table of Workplace Thriving. It's where individual enablers, such as personal values, resilience or financial security, interact directly with environmental enablers, such as leadership, workplace process, people dynamics and behavioural operating rhythms. This dynamic space is where thriving is either positively or negatively shaped.

It's not enough for people to have potential; they need the right conditions to activate it. Similarly, even the best systems will fall flat without human energy, engagement and connection. The Zone of Interaction is where personal readiness meets system design; and either alignment or friction emerges.

Within this zone are the interpersonal and cultural conditions that enable people to feel safe, valued and able to contribute.



ZONE OF INTERACTION

Includes :-

- **Belonging** – feeling accepted and seen without needing to fit a mould
- **Autonomy** – having voice, choice and ownership over one's work
- **Competence** – being able to grow, master and apply one's strengths
- **Relatedness** – feeling connected and supported by others
- **Balanced Reciprocity** – mutual exchange of effort, trust and respect
- **Alignment** – clarity between personal values and organisational goals
- **Collaboration** – working together with psychological safety and respect
- **Team Cohesion** – shared trust, rhythm and emotional bonds
- **Cultural Resonance** – alignment between identity and culture
- **Co-regulation** – shared emotional regulation and collective calm
- **Shared Purpose** – a unifying "why" that transcends tasks

EXAMPLE: Belonging

Where belonging leads to thriving

When a person's internal readiness to belong intersects with a supportive and inclusive external environment, individuals are more likely to thrive. This "zone" is where emotional wellbeing, motivation, learning, and performance peak.

“ You can't teach belonging to someone, but you can design for it and nurture it. ”

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Summary & Invitation

The Periodic Table of Workplace Thriving is more than a framework; it's a new perspective for understanding the interconnected ingredients to human thriving, including wellbeing embedment and unlocking human potential.

Using data you provide, our proprietary algorithm, advanced data analytics and AI agents, scan the relevant elements in the periodic table to optimise wellbeing, development and performance. With additional dynamic toolkits and tailored training programs, we are able to make the complex simple, practical and actionable. Our toolkits empower leaders, coaches and organisations to diagnose blind spots, support wellbeing, build capability and unlock potential.

The thriViae platform and toolkits work across a wide range of industries and organisational domains; including member groups, trade unions, higher education, workplace settings, sporting bodies and not-for-profits. Our solutions are flexible and scalable, with services available for organisations of all sizes and budgets.

What makes this model different is its ability to bridge lived experience and scientific insight. It reflects the reality that people don't operate in silos; they move through complex rhythms of work, family, community and identity. And they need systems that support them in real time.

By revealing how the elements of thriving interact in your unique context, thriViae delivers tailored insights, practical tools, and scalable training. This is where thriving gets intentional and measurable.

The conditions we create shape the potential we unlock. That's the real work of thriving.

Work With Us

If you are passionate about unlocking human potential, we warmly welcome enquiries from organisational leaders, workplace practitioners, researchers, consultants or representatives of public or private sector groups.

We are here to serve and are deeply passionate about people, purpose and performance.

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