

[music playing]

What is flow? Flow is being immersed so much into what you're doing that you're essentially losing track of time. It's a time when we're being really productive, we're kind of challenging ourselves -- but it also feels really good. You can be in a flow state when you're playing guitar, when you're dancing, when you're playing chess, when you're analyzing data. And we've all had conversations that have lasted three hours but we feel like that was a half an hour -- and that's flow.

How do people feel when they're in flow? People feel like they're being themselves without trying. I think flow is a really powerful idea. I had a meeting at a conference a couple of days ago that was one of the best meetings I've ever had. Ideas were just flying around, and we had all these insights, and it was just like a high -- I mean, we were on a high.

People really thrive in jobs that are a little bit challenging, but doable. When the challenges of the situation meet your skills. The sense that we're just enjoying what we do. Time passes really quickly because we're just into it. We're challenged, but we can do it. Workplaces that create flow states, where they have the conditions that can create flow states, are ideal.

To address the element or level of flow, there's some really practical, tactical things that leaders of organizations can do. Essentially, understanding the strengths of everyone in your whole organization. We should be putting and matching these people up to actually what they're good at.

One thought is for employees to keep track of their days. So say, spend a week or two weeks, four times a day, seven times a day. Write down what are you doing, who are you with. And then you can analyze those data for yourself -- it's like me-search. In the morning, I feel more flow than in the afternoon.

Me-search? Me-search -- it's like research on yourself, that's me-search. As far as the flow, it's a very, very high bar to clear. But we should try and aspire to be in flow with our jobs. And we should try and move people into positions where they can find flow. People who experience more flow at work are happier at work.

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