

Center for

P  **SITIVE**

Organizational Scholarship

Highlights

2007 - 2009

RESEARCH

COMMUNITY

TOOLS

EDUCATION



Center for Positive Organizational Scholarship
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March 31, 2010

Dear Friends and Colleagues,

Thank you for joining us as we take a moment to review what we have learned and done since 2007. The period of mid-2007 (when we issued our first report) through 2009 has continued to be a productive and exciting time for the Center for Positive Organizational Scholarship (POS). We have continued with our mission to energize and transform organizations through research on positive organizing and leadership, and have been energized ourselves by new initiatives and by new Center members.

But the measure of the Center is only partially captured by a record of initiatives and activities. It is also measured by the excitement and engagement of a broad array of young and senior scholars and students who are willing to invest in pushing this frontier of knowledge forward. As the community of researchers working on POS continues to expand, we look forward to playing a catalyzing and generative role in helping this domain of inquiry flourish.

In 2011, the Center for POS will mark its 10th anniversary. We have been so gratified to see what began as a promising idea here at the University of Michigan take fire around the world. What will the next 10 years bring for the Center, and for the field? Please join us as we at the Center for POS, along with POS scholars around the world, create and discover the answer.

Sincerely,

A handwritten signature in blue ink that reads "Jane E. Dutton".

Jane E. Dutton
Co-Director

A handwritten signature in blue ink that reads "Lynn D Wooten".

Lynn Wooten
Co-Director

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Executive Summary

Mission

The Center for POS is a community of scholars devoted to energizing and transforming organizations through research on the theory and practice of positive organizing and leadership. We are passionately dedicated to the development and dissemination of POS research. The Center's main functions include fostering research and building the community of POS researchers worldwide; teaching POS principles; engaging in research, and publishing and presenting results; and producing teaching cases and other materials that exemplify POS principles.

Activities and Research

In December 2008, we held our fourth conference of POS Scholars; Magnetic Forces of POS was also the first venue for the bi-annual Award for Best Paper in Positive Organizational Scholarship. Also in 2008, we hosted our second book-building conference – early in the writing process, authors of *Exploring Positive Identities and Organizations* (Routledge 2009) gathered in Ann Arbor to build a strong foundation for a cohesive and substantive volume.

In August of 2007, 2008, and 2009, Center faculty were a vital presence at the Academy of Management Annual Meetings, and each year hosted a packed Gathering of POS Scholars. In 2009, the Center also participated in the First World Congress on Positive Psychology.

The Center fostered research in a variety of other ways: the Positive Links speaker series presented 13 prominent researchers and innovative thinkers from around the United States, and the POS Research Incubator provided an intimate forum for discussions of evolving research in 45 sessions. In 2009, we redesigned our website to better serve the needs of our visitors.

In our quest to make a difference through POS, we collaborated with Ross Executive Education to offer Booster Shot workshops for our local community in Summer 2009. Positive Leadership programs continue to be a highlight of Ross Executive Education, and POS components are

woven through the fabric of a number of University classes.

Center faculty published 22 POS articles in top scholarly journals, along with writing or editing five books and 18 book chapters, and presenting their POS research around the world. The Center released several teaching cases, and in early 2009 premiered the *Job Crafting Exercise*.

People

The Center hosted visiting scholar Arne Carlsen during the Winter 2009 term, and in Spring 2009, welcomed post-doctoral fellow Brad Owens, who is working at Humana, Inc., on a variety of research projects. Ryan Smerek joined our staff in 2009 to manage projects related to our teaching cases and tools. Laura Morgan Roberts joined as a faculty affiliate of the Center, and Shawn Quinn joined as an Executive Education affiliate. In 2009, we launched the POS Summer Fellows program to engage University of Michigan students in POS research.

Financial Support

The Dean's Office of the Stephen M. Ross School of Business continued its contribution to the Center's operating budget. In 2009, Humana, Inc., solidified their commitment to the Center with support that includes funding a two-year post-doctoral fellowship. In Fall 2009, gifts from Ross School of Business alumnus Paul F. Jones (MBA 1975) began funding two academic years of our Positive Links speaker series. In addition, Center faculty have secured grants and awards for individual POS research projects.

The Future

As we move towards our 10th anniversary, exciting new initiatives are taking shape. Among them: we will launch an electronic newsletter in 2010, and the *Handbook of Positive of Organizational Scholarship*, edited by Kim Cameron and Gretchen Spreitzer, will appear in early 2011. We look forward to sharing news about these and other ventures as 2010 unfolds.

People

Core Faculty



Wayne Baker

Wayne Baker's research on positive organizational scholarship (POS) began with an interest in how POS could be applied to network analysis and social capital. His POS-related research foci include (1) energy networks in organizations, (2) positive social capital and generalized reciprocity, and (3) values, religion, and spirituality. One of his most recent books is *Achieving Success Through Social Capital* (Jossey-Bass 2000). Wayne's disciplinary training in sociology keeps him focused on expanding POS beyond its psychological roots to a sociological approach to POS.



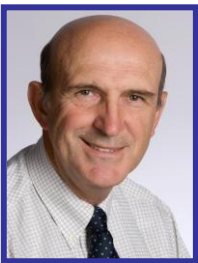
Kim S. Cameron

Kim Cameron became interested in positive organizational scholarship as a result of a decade of studying the consequences of organizational downsizing. Organizations characterized by virtuous practices—e.g., forgiveness, compassion, integrity, trust, optimism, kindness—tended to avoid the declining performance associated with downsizing. Observing this effect led to a variety of empirical studies on the relationships between organizational virtuousness and organizational performance. Reports of the work have appeared in a variety of books—e.g., *Positive Organizational Scholarship* (Berrett-Koehler 2003), and *Making the Impossible Possible* (Berrett-Koehler 2006)—and in academic journals and book chapters.



Jane E. Dutton

Jane Dutton's research on positive organizational scholarship began with an interest in compassion and the difference it makes for individuals and organizations. Her research has expanded to focus on the power of positive relationships at work, positive identities and meaning, job crafting, and resilience. Her recent books include *Exploring Positive Identities and Organizations* (Routledge 2009), *Exploring Positive Relationships and Organizations* (Lawrence Erlbaum 2007), and *Positive Organizational Scholarship* (Berrett-Koehler 2003). Jane's background in strategic management keeps her focused on how positive dynamics create sustainable capabilities in organizations.



Robert E. Quinn

Robert E. Quinn is interested in the process of positive change. He seeks to understand processes that lead to increased individual and collective capacity. His recent books include *Lift: Becoming a Positive Force in Any Situation* (Berrett-Koehler 2009) and *Diagnosing and Changing Organizational Culture* (Jossey-Bass 2006). He combines both a research and an applied orientation. He has 25 years of experience in working with executives on issues of organizational change. He teaches in both the MBA and Executive Education programs at the University of Michigan and is known for innovative instructional efforts.



Gretchen M. Spreitzer

Gretchen Spreitzer's research focuses on employee empowerment and leadership development, particularly within a context of organizational change and decline. Her most recent work is looking at positive deviance and how organizations enable employees to thrive and become their best selves. Most recently she is involved in a large-scale project to validate a measure of thriving at work and better understand strategies employees can use to regulate their subjective and physiological energy. Recent books include *A Company of Leaders* (Jossey-Bass 2001). She recently signed a contract to co-edit the *Handbook of Positive Organizational Scholarship* with Kim Cameron.



Lynn Wooten

Lynn Wooten's interest in positive organizational scholarship (POS) began during her dissertation research; she studied the strategic management practices of professional service firms, and results indicated that humanistic work cultures were not only an efficient mode of organizing, but also resulted in higher levels of client service and human resource management capabilities. Currently, her POS-related research explores three areas: (1) positive organizing routines; (2) diversity management; and (3) crisis leadership through resilience and organizational learning.

Post-Doctoral Fellows and Visiting Scholars



Bradley P. Owens

Bradley P. Owens's interest in positive organizational scholarship (POS) centers around the topics of humility, energy, and positive work identities. His current research explores how humility influences individual performance, performance improvement, team processes, and leadership effectiveness. He is also currently working with other POS scholars in examining positive identities, thriving, and energy at work. He joined the Center for POS as a post-doctoral fellow in Spring 2009, funded by a generous gift from Humana, Inc.



Arne Carlsen

Arne Carlsen was a Visiting Scholar at the Center January-June 2009. He is a Senior Scientist at SINTEF Technology and Management in Norway and is a post-doctoral fellow at the Norwegian University of Science and Technology. Arne writes about drivers of imagination in hydrocarbon exploration, how positive identity construction takes place in idea work, and what makes projects inspiring. Generativity in qualitative research and the phenomenology of wondering are two interests that emerged while he was at the Center for POS. He has published in journals and books about knowledge management, professional service work, identity construction, hope, and positive organizational change. His work within the POS tradition borrows elements from practice theory, narrative psychology, and classical pragmatism.

Affiliates



Laura Morgan Roberts

Laura Morgan Roberts is a faculty affiliate of the Center. Her research focuses on how to construct, sustain and restore positive identities at work. She became interested in positive organizational scholarship through her doctoral dissertation research on social identity-based impression management among medical professionals. Her interests in the social construction of positive identities now include: the reflected best self, diversity, authenticity, strengths, leadership, and talent management.



Shawn Quinn

Shawn Quinn teaches courses on leadership, change, and innovation in the Ross Executive Education Positive Leadership programs. He is the Managing Partner for LIFT Consulting, and specializes in working with organizations interested in applying positive organizing concepts. His clients include General Electric, Coca Cola, O2, American Express, Reuters, the U.S. Army, and Telefonica. Shawn has also helped develop and run the Competing Values Assessment with over 100 teams and organizations. He is the co-author of *Leading Innovation: How to Jumpstart Your Organization's Growth Engine* (McGraw-Hill, 2006).

Staff



Janet Max

Janet Max manages public relations, event planning, finances, and contract negotiations for the Center. She builds relationships for the Center with various University units, represents the Center at conferences, and writes and edits Center reports and website content. She organizes events including the Positive Links speaker series and the biannual conference of POS scholars. She prepares and manages the Center budget and manages contract negotiations with collaborators and donors. In 2008-2009, she was on the Leadership Academy Project Team in the University's Business & Finance area.



Ryan Smerek

Ryan Smerek manages marketing projects for the Center. He has taught, researched, and consulted in the areas of leadership development, organizational culture, survey methods, executive transitions, and sensemaking. Publications include the topics of cultural complexity of universities, the link between culture and financial performance, job satisfaction, and using the insights of great novelists to understand political leadership. He will join the faculty of Hiram College in Fall 2010.

The Center also benefits from the work of University of Michigan undergraduates Danya Dhanak (marketing assistant since Fall 2007), Maxwell Miller (webmaster, Fall 2007 – Spring 2009), and Peter Miller (webmaster since Spring 2009).

Funding

Dean's Office, Stephen M. Ross School of Business

The Dean's Office contributes to the operating funds of the Center.

Humana, Inc.

In early 2008, the Center for POS began a journey with Humana, Inc., that has developed into a thriving partnership. The executive team of Humana's human resources department is passionate about the principles and practices spotlighted in POS research, and they are determined to make Humana a leader in applying these concepts. Humana's commitment lead them to fund a two-year post-doctoral fellowship that uses Humana as a research site; research fellow Bradley P. Owens began work in Spring 2009. In addition, Humana made a two-year gift to the Center in support of their relationship with us.

Paul F. Jones

Ross School of Business alumnus Paul F. Jones (MBA 1975) has been a steadfast supporter of the Center for several years. His gifts to the Center are funding the Positive Links speaker series for the 2009-2010 and 2010-2011 academic years.

Funded Projects

Please see listings in the Faculty Research section of this report.

Activities

Fostering Research and Community

Conferences Hosted

Exploring Positive Identities and Organizations (2008)

This three-day gathering brought together authors with editors Laura Morgan Roberts and **Jane Dutton** to lay the groundwork for the edited volume *Exploring Positive Identities and Organizations: Building a Theoretical and Research Foundation* (Routledge 2009).

Magnetic Forces of POS (2008)

More than 80 researchers attended the fourth biannual gathering of POS scholars and doctoral students from the United States and around the world; the conference included the presentation of the first Bi-annual Award for Best Paper in Positive Organizational Scholarship (see page 7).

Conferences Attended

Academy of Management (2007, 2008, and 2009)

The Academy of Management (AOM), an international association of scholars dedicated to creating and disseminating knowledge about management and organizations, has more than 17,000 members worldwide. More than 6,000 scholars and practitioners attend the annual meeting each August.

The impact of POS continues to increase since its debut at the AOM Annual Meeting in 2002; AOM 2007 and 2008 each featured nearly 30 POS-themed sessions, and AOM 2009 had 58.

Each year, the Center for POS hosted its annual **Gatherings of POS Scholars**, during which scholars review accomplishments of the previous year and then break into groups of individuals with common research interests to foster networking and the building of research collaborations. Center for POS faculty presented these professional development workshops:

Dutton, J., & Glynn, M. (2007). *What “good” is leadership? New insights from viewing leadership from a POS perspective.* Academy of Management Annual Meeting, Philadelphia, PA.

Bruch, H., Vogel, B., & **Spreitzer, G.** (2008). *Energy and thriving at work: Exploring the terrain and developing a network of scholars.* Academy of Management Annual Meeting, Anaheim, CA.

Myers, V., & **Wooten, L.** (2009). *Defining diversity excellence: A qualitative analysis of leading hospitals.* Academy of Management Annual Meeting, Chicago, IL.

NOTE: Listing for research presentations at the AOM annual meetings are included under Faculty Research, Research Presentations.

First World Congress on Positive Psychology (2009)

The Center for POS was an exhibitor at this event hosted by the International Positive Psychology Association (IPPA), which drew approximately 1,500 attendees, and **Kim Cameron** conducted a session on Positive Psychology in Business.

Award for Best Paper in Positive Organizational Scholarship

In 2008, the Center for POS inaugurated this **bi-annual award to recognize outstanding scholarship in positive organizational scholarship and to encourage research**; Adam Grant and Ingrid Nembhard accepted on behalf of the authors of their respective papers at the 2008 conference of POS scholars.

The next award will be announced in late 2010.



Adam M. Grant, Assistant Professor,
University of North Carolina

Grant, A. M., Campbell, E. M.,
Chen, G., Cottone, K., Lapedis,
D., & Lee, K. (2007).

**Impact and the art of
motivation maintenance: The
effects of contact with
beneficiaries on persistence
behavior.**

*Organizational Behavior and
Human Decision Processes*,
103, 53–67.



Ingrid Nembhard, Assistant Professor,
Yale University

Nembhard, Ingrid M. and
Edmondson, Amy C. (2006).

**Making it safe: The effects of
leader inclusiveness and
professional status on
psychological safety and
improvement efforts in
health care teams.**

*Journal of Organizational
Behavior*, 27, 941–966.

Positive Links Speaker Series

Positive Links attracts academics and practitioners for **interactive presentations of cutting edge research**. Video streams of most sessions are available on the Center for POS website, providing this valuable resource to a wide audience.



Presenters included Jeffrey Zaslow, *The Wall Street Journal*; Katherine Klein, University of Pennsylvania; Scott Snook, Harvard University; Deborah Ancona, MIT (left to right)

Fall 2007

Everyday Leadership: Getting Results in Business, Politics, and Life
Daniel Mulhern, Everyday Leadership

Implementing Positive Organizational Scholarship in Prudential Retirement
Kim Cameron, University of Michigan

Leading Learning in Schools: Connecting Principals' Leadership to Teachers' Professional Practice
Roger Goddard, University of Michigan

Winter/Spring 2008

X-Teams: Cultivating Extraordinary Teams that Lead, Innovate, and Enable
Deborah Ancona, MIT

Shared, Hierarchical and De-individualized Leadership in Extreme Action Teams
Katherine Klein, University of Pennsylvania

Helping Employees Thrive: The Effects of Managers and their Leadership Behaviors
Joyce E. Bono, University of Minnesota

Fall 2008

The Harvard MBA Study: A transformational leader development experience?
Scott Snook, Harvard University

Developing Global Leaders: Lessons from Executive Education
Schon Beechler, University of Michigan and Duke Corporate Education

Leading Change in the World's Largest Automotive Marketplace: The Value of Positive Leadership
Dean Eisner, Manheim Auto Auctions

Winter 2009

Beyond The Last Lecture: How One Dying Man's Positive Message Touched the World
Jeff Zaslow, *The Wall Street Journal*

Secrets of the World's Most Democratic Workplaces
Traci Fenton, WorldBlu, Inc.

Three Experiments in Social Neuroscience: (1) Theory of Mind and Autistic-Like Behavior in Managers, (2) Empathy and Machiavellianism in Managers, and (3) Mirror Neurons and Customer Orientation by Managers
Richard P. Bagozzi, University of Michigan

Work-Family Interpersonal Capitalization: Sharing Positive Work Events at Home
Remus Ilies, Michigan State University

Fall 2009

From Medicine to McKinsey to Meaning – Personal reflections from an ongoing journey
Atul Dhir, consultant

The Associations Between Positive Emotions and Physical Health Outcomes
Sarah Pressman, University of Kansas

Transplants, colostomies and kidney failure: Reassessing goals in the face of adversity
Peter Ubel, University of Michigan

POS Research Incubator

For scholars within the University of Michigan, the Center for POS hosts **an intimate forum for the presentation of POS-related research in various stages of development**; the discussion between presenter and audience generates valuable feedback on still-in-progress research.

Fall 2007

Leading Enterprise Innovation

Jeff DeGraff

Multiplexity and Emotional Energy in Cross Cultural Perspective

Wayne Baker, Jeffrey Sanchez-Burks, & Aleksandra Kacperczyk

A Psychology of Coordination: Exploring the Individual and the Group

John Paul Stephens

Primitive Templates of the Mind (PToM) and the Recurring Challenges of Social (Organizational?) Life

Oscar Ybarra

What Did Weber Say? A Comprehensive Materialization of Weber's Implicit Ontology & Theory of Calling

Valerie Myers

Positive Emotion and Collective Mindsets: A Field Experiment on Charitable Giving

Shirli Kopelman

Egosystem and Ecosystem Goals at Work: Creating and Undermining Supportive Relationships at Work

Jennifer Crocker

Recovery at Work: An Examination of Energy Restoration Practices

Charlotte Fritz (Bowling Green State University) and **Gretchen M. Spreitzer**

A Multilevel Analysis of Elementary Schools in Michigan

Serena Salloum

Happy AND Productive? The role of detachment from work during leisure time

Charlotte Fritz (Bowling Green State University)

Regulating our Energy for Work: Knowing What Energies to Manage and How to Manage Them

Chak Fu Lam

Surprise and Sensemaking: How New, Outsider College Presidents Make Sense and Give Sense

Ryan Smerek

Job Crafting in Context: How Social Positioning Shapes the Experience of Crafting a Job

Justin Berg

The Intersection of Diversity & Healthcare Quality: A Qualitative Analysis of Definitions & Institutionalized Practices at the Nation's Leading Hospitals

Lynn Wooten & Valerie Myers

Thinking about Positive Identities and Organizations: A Prism for Understanding

Jane Dutton

Senator Levin's Recommendations: A Large Opportunity for POS?

LaRue Hosmer

Effects of Positive Practices on Organizational Performance

Kim Cameron

Feeling High Quality Coordination

John Paul Stephens

Bouncing Back: A case study of tennis player James Blake's resilience

Daniel Gruber

Winter/Spring/Summer 2008

Balanced Fit: The Paradox of Conflicting Employee Perspectives in Dual-Nature Organizations

Katherine DeCelles

Fall 2008

Energy at Work: Toward an Integrative Framework
Chak Fu Lam & **Gretchen Spreitzer**

Thriving at Work: An Interactional Perspective
Integrating Employee Involvement Climate,
Regulatory Focus, and Role-Based Performance
Flannery Stevens (& J. Craig Wallace, Oklahoma
State University)

The Social Behind the Science: Gender and
Emotion in Interdisciplinary Collaborations in the
Health Sciences
Stephanie Osbakken

Interpersonal Strengths Associated with Positive
Interpersonal Outcomes with a Circumplex-Based
Measure
Robert Hatcher (& Daniel T. Rogers, Kennesaw
State University)

An Invitation to Play with Data about Faculty and
Staff Interactions
Jane Dutton, (Michele Williams, Cornell
University), & Jeffrey Bednar

Deinstitutionalizing (or not) Institutionalized
Images of Work to Negotiate a Positive
Professional Identity
Jeffrey Bednar

Assuming the Mantle: Unpacking the Process by
Which Individuals Internalize a Leader Identity
Scott DeRue

Winter/Spring/Summer 2009

The Needs-Values Relationship: Bridging the Gap
Between Explicit and Implicit Motives at Work
Ned Wellman

Can We Learn to be Happy? Highlights from the
Happiness and Its Causes Conference and a
Discussion of the Elements of a Great Conference
Janet Max

Seeing Through the Eyes of a Tracker: The
Application of Wilderness Technologies to
Organizational Flourishing
Ryan Whisnant & Aaron James

Developing a Measure of Connection Quality at
Work: Toward Construct Validation
John Paul Stephens

Examining the Longitudinal Effects of Positive
Energetic Mood on Supervisory Promotion-based
and Prevention-based Proactivity: Does Positive
Feeling Always Increase Proactive Behaviors?
Chak Fu Lam

The Role of Leadership and Work Group Context
on Work and Family and Health Relationships in
Low Income Settings: An Embedded Perspective
Ellen Kossek (Michigan State University)

Let Me Tell You How Great I Am: The Proactive
Personality, Self-Promotion and Success in the Job
Search
Samir Nurmohamed

Road to Interpersonal Forgiveness: The Role of
Dispositional and Situational Factors
Ruchi Sinha

Scholarly Job Crafting: Strategies for Meaning and
Impact at Work
Ned Wellman & **Gretchen M. Spreitzer**

Against all odds? Exploration as Dialectic
Imagination
Arne Carlsen

Why Oh Why is it Always an Eye for an Eye? An
Examination of Prosocial and Constructive
Responses to Unethical Behavior in Organizations
David Mayer (based on work done with Scott
Sonenshein, Rice University)

Fall 2009

Energy Management at Work: Debunking Common Wisdom

Gretchen Spreitzer & Chak Fu Lam

Examining Humility in Leadership

Bradley P. Owens

If the Comparison Is Legit, Will My Job Fit? Developing a Model of Person-Job Fit Perceptions from a Social Comparison Perspective

Samir Nurmohamed

Multiplying Insult Times Injury: The Interactive Effects of Outcomes and Processes

Joel Brockner (Columbia University)

POS and Proactive Law: Is There the Potential for Synergy?

George Siedel

Positive Practices in the Workplace

Kim Cameron

POS Summer Fellows

In 2009, the Center launched a new initiative to engage University of Michigan students in POS research. Four students each paired with a Center for POS faculty member during the Summer of 2009 to assist with research projects. Each week, a faculty member assigned a reading and then hosted a lively lunchtime discussion.

Ty Crossley worked with Kim Cameron on Everest Goals and Personal Management Interviews

Traci Grant worked with Gretchen Spreitzer on developing an energy tool.

Natalie Olesko worked with Lynn Wooten on a project examining leadership response in a crisis and on a job retraining project.

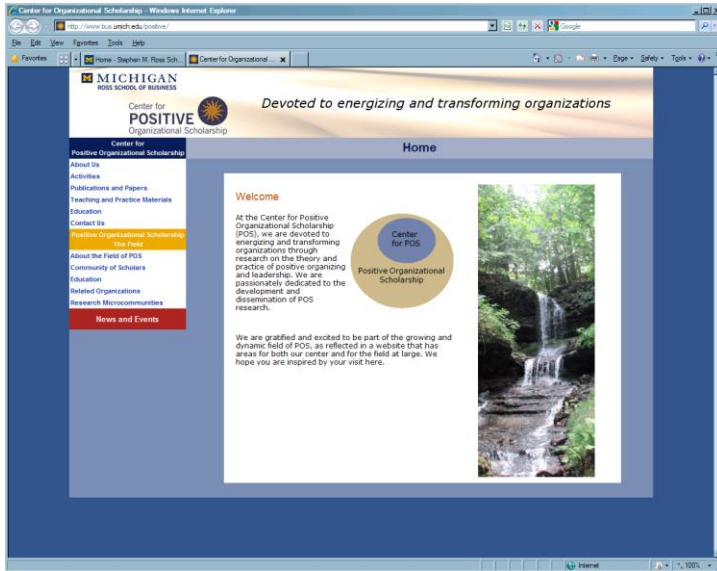
Alison Shier worked with Jane Dutton on a project focusing on compassionate helping in the workplace.

The Center for POS News and Events page includes a first-person feature on the students' experiences.



*Ty Crossley, Natalie Olesko,
Alison Shier, Traci Grant
(from upper left, clockwise)*

Website



The Center for POS website (www.bus.umich.edu/Positive) continues to thrive and grow as both a **medium of communication for the Center for POS, and a learning and networking community for POS scholars and practitioners worldwide.** In 2009 we redesigned the site to better serve the needs of our visitors. The site now has distinct areas for information about the Center for POS and about the field of POS. The navigation was redesigned to provide more intuitive pathways.

Research Communities

Microcommunities

- self-organizing collectives of individuals who wish to learn about and contribute to a particular research domain, and aspire to enable and enrich each other's research in this domain.

The Center for POS website hosts web pages organized by several these microcommunities, including:

Positive Identities and Organizations

Positive Relationships in the Workplace

Resilience

Sideways Organizing

Meaning (now linked from the Center for POS website to its current home at Yale University)

Research Labs

Several research labs have emerged to **foster and coordinate research around a particular research topic**; members include both U-M-based faculty and doctoral students and faculty based at other schools.

The labs include:

Compassionlab

(<http://www.compassionlab.com/>)

Reflected Best Self

Reciprocity

Thriving at Work

Education

Ross School of Business Executive Education

Positive Leadership Programs

Positive Leadership: Creating Spectacular Organizational Success

-presents a full array of individual, group, and strategic leadership tools

Positive Leadership: Building Extraordinary Personal Leadership Capabilities

- provides organizational change practices to address quality, globalization, customers, talent innovation, and efficiency, and principles and concepts fundamental to developing positive leadership capabilities in oneself and in others.

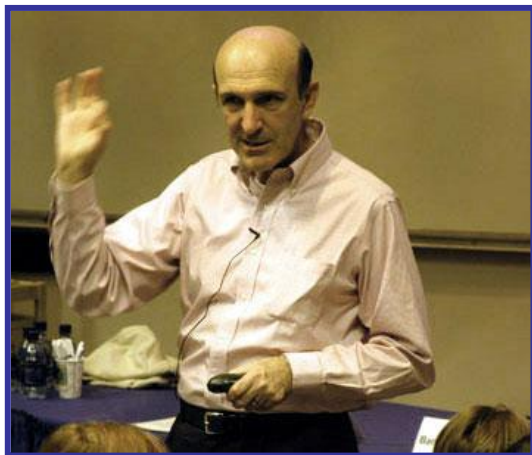
Reflections from a Participant

This is the best professional development course I have ever attended. It has changed my professional as well as my personal life in a positive and lasting way. I have been reborn.

Customized Executive Programs

Provided to a diverse set of industries, including healthcare, manufacturing, financial services, and the military.

POS components are also woven into the fabric of the Executive Program and the Healthcare Leadership Program, among others.



Bob Quinn



Gretchen Spreitzer

Booster Shot Workshops

In response to the daunting economic climate in Michigan, in Summer 2009, the Center for POS teamed with Ross Executive Education to create **a special series of six hosted workshops designed to provide ideas, tools, and practices that cultivate strength and resources**. The sessions were designed to boost attendees' sense of hope and possibility about thriving in challenging times.

This multidisciplinary effort had faculty and staff from various University of Michigan areas, including the School of Public Health, University of Michigan Health System, and the Department of Psychology joining the Ross School's Center for POS and Executive Education to make the workshops a success.

Building Strength Through Crafting Your Job

Jane E. Dutton & Justin Berg

Building Strength Through Everest Goals

Kim Cameron

Discovering and Living Your Calling

Valerie Myers, School of Public Policy

Building Strength as a Crisis Leader

Lynn Wooten

Investing in Well-Being to Build Strength

Sandra Finkel, Cardiovascular Center

Using Positive Psychology in Trying Times

Christopher Peterson, School of Literature, Science, & the Arts



Chris Peterson

In the University Classroom

Note: several of these courses have teaching notes available on the Center for POS website, along with teaching notes for POS-related courses taught at other universities.

Human Behavior and Organizations: Managing for Excellence in Work Organizations (Core Evening MBA)

Human Capital Management (BBA)

Leading Nonprofit Organizations (MBA)

Managing Change (BBA)

Managing Professional Relationships (MBA elective)

Navigating Change (MBA)

Organizational Generosity (Undergraduate)

Positive Organizational Scholarship and Positive Psychology: New Frontiers in the Study of Human Flourishing at Work (Ph.D.)

Positive Organizational Scholarship: A New Frontier in Organizational Studies (Undergraduate)

Relationships and Organizations (Ph.D.)

Faculty Research

Articles

Berg, J.M., Wrzesniewski, A., & **Dutton, J.** (in press). Perceiving and responding to challenges in job crafting at different ranks: When proactivity requires adaptivity. *Journal of Organizational Behavior*.

Cameron, K.S. (2008). Paradox in positive organizational change. *Journal of Applied Behavioral Science*, 44, 7-24.

Cameron, K.S. (2008). Positively deviant organizational performance and the role of leadership values. *Journal of Values Based Leadership*, 1, 67-83.

Cameron, K.S. (2008). Leading change: Relying on fixed points. *Leadership Excellence*, 25, 12.

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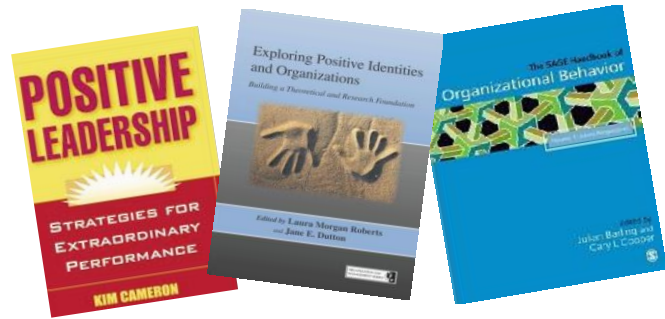
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Funded Projects

Being a Contribution: The Effects of Narrating Oneself as a Contribution at Work

Jane E. Dutton and Adam Grant

Funded by a grant from the Interdisciplinary Committee on Organizational Studies at the University of Michigan

Experimenting in Generalized Reciprocity

Wayne Baker

Funded by a grant from the Stephen M. Ross School of Business at the University of Michigan

High Quality Connections

Gretchen M. Spreitzer, John Paul Stephens, Emily Heaphy, and **Jane E. Dutton**

Funded by a grant from the Stephen M. Ross School of Business at the University of Michigan

Positive Practices and Organizational Performance Research

Margaret Calarco, **Kim S. Cameron**, and **Robert E. Quinn**

Funded by the Health Resources and Service Administration of U.S. Dept. of Health and Human Services

Bouncing Back and Motivating Action on Environmental Issues: The Power of Positive Meaning

Jane E. Dutton and Scott Sonenshein

Funded by a grant from the Erb Institute for Global Sustainable Enterprise

Searching for Meaning: The Challenge of Distinctiveness in Work Identity Construction Among Professionals

Jane E. Dutton and Jeffrey Bednar

Funded by a grant from the Interdisciplinary Committee on Organizational Studies at the University of Michigan

POS Teaching and Practice Materials

From mid-2007 through 2009, the Center for POS added a teaching tool and several teaching cases to its list of products, as well as a new offering, a theory-to-practice briefing. For a full listing of all teaching and practice materials, including brief descriptions, please see the supplement at the end of this report, or visit the Center for POS website. Teaching notes for the teaching cases and teaching tools are also available at no charge to instructors.

Teaching Cases

Anne Ladky: An Energy Approach to Leadership (Dutton & Berg, 2008)

Crafting a Fulfilling Job: Bringing Passion Into Work (Dutton & Berg, 2008)

Having a Calling and Crafting a Job: The Case of Candice Billups (Wrzesniewski & Dutton, 2009).

Implementing Positive Organizational Scholarship at Prudential (Cameron and Vannette, 2009)

Job Crafting at Burt's Bees (Dutton & Berg, 2008)

Next Great Companies in Michigan Project Mini-Cases

The Next Great Companies in Michigan project profiles great places to work in Michigan.

Bronson: A Journey to Excellence (Wooten & Augustine, 2009)

Cascade Engineering: Finding the Sweet Spot (Wooten & Augustine, 2009)

Dow Corning: The Path to Reinvention (Wooten & Augustine, 2009)

Plante & Moran: All You Really Need to Know (Wooten & Augustine, 2009)

Quicken Loans: Enduring an Entrepreneurial Spirit (Wooten & Augustine, 2009)

The MSU Federal Credit Union: People Helping People (Wooten & Augustine, 2009)

The Y in Google: Attracting and Retaining the Millennials (Wooten & Augustine, 2009)

Valassis: Nurturing a Team-oriented Environment (Wooten & Augustine, 2009)

Theory to Practice Briefing

What is Job Crafting and Why Does It Matter? (Berg & Dutton, 2007)

Teaching Tool

Job Crafting Exercise (Berg, Dutton, & Wrzesniewski, 2008).



Supplement:

All Teaching and Practice Materials

Please visit www.bus.umich.edu/positive for more information about the materials listed below. Teaching notes for all teaching cases and teaching tools are available at not charge to instructors.

Teaching Cases

Anne Ladky: An Energy Approach to Leadership (Dutton & Berg, 2008)

Leaders of political advocacy organizations are faced with the challenge of motivating their employees past frequent obstacles, shortcomings, and failures. Anne Ladky, Executive Director of Women Employed, developed a leadership style to help her employees tackle this demanding line of work. A companion DVD is also available.

B. Joseph White: Resilience in Action (Dutton & Mirmelstein, 2005)

Upon hearing that he was not chosen to be president of the University of Michigan in May of 2002, B. Joseph White responds resiliently by helping the University make a smooth transition to a new president. A companion DVD is also available.

Crafting a Fulfilling Job: Bringing Passion Into Work (Dutton & Berg, 2008)

Four teachers, who all have a passion for an occupation besides teaching, craft their jobs to incorporate their passions into their lives at work. The stories provide insights into job crafting for all occupations and illuminate the importance of passion as a motivator and guide for engaging in job crafting.

A Foundation of Giving: How One Company Cares for its Employees (Dutton, Grant, Rosso, et al., 2007)

The inception and evolution, as well as triumphs and tribulations, of the Borders Group Foundation, an employee assistance program that has given over \$2 million in support to Borders staff members in need over the past decade.

Having a Calling and Crafting a Job: The Case of Candice Billups (Wrzesniewski & Dutton, 2009).

This DVD case features hospital environmental services employee Candice Billups, who has crafted her job into a calling. The case is accompanied by a teaching note to help instructors build a class session around topics including work engagement, crafting a job, having a calling, and motivation more generally. (Available Fall 2009).

The Heart of Reuters (Dutton, Quinn, & Pasick, 2002)

The responses of the leaders and employees of Reuters America to the incidents of September 11, 2001. A companion A companion DVD is also available.

Implementing Positive Organizational Scholarship at Prudential (Cameron and Vannette, 2009)

An account of how Positive Organizational Scholarship was implemented in Prudential Retirement over a three- year period of time, as well as an examination of how it helped improve organizational effectiveness.

Job Crafting at Burt's Bees (Dutton & Berg, 2008)

Four employees at Burt's Bees Inc. craft their formal job designs to better align their jobs with their individual motives and strengths. The stories illustrate several ways in which employees may go about crafting their jobs and how individuals and organizations may benefit from job crafting.

Zingerman's Community of Businesses (Baker & Gunderson, 2005)

Zingerman's goes from a single delicatessen in 1982 to eight unique but complementary companies with combined revenues of \$25 million in 2005. Zingerman's employs novel methods to create "a great place to eat and work." A companion DVD is also available.

Next Great Companies in Michigan Project Mini-Cases

Bronson: A Journey to Excellence (Wooten & Augustine, 2009)

Bronson Healthcare, a community-owned, non-profit health care system located in Kalamazoo, Michigan, has a unique culture which recognizes and rewards its employees. Bronson champions diversity and continuous improvement, and this case study examines the processes and mechanisms by which the organization achieves success.

Cascade Engineering: Finding the Sweet Spot (Wooten & Augustine, 2009)

Cascade Engineering is a Michigan-based firm that develops and manufactures injection molded products for the automotive, solid waste and industrial markets. Its main product is trash containers. The company's leaders, however, proclaim that their priorities are #1 people, #2 planet, #3 profits. This case profiles Cascade's success as a steward of the environment, a generous employer, and a financially-sustainable organization that provides jobs across Michigan.

Dow Corning: The Path to Reinvention (Wooten & Augustine, 2009)

Dow Corning emerged from nine years of Chapter 11 bankruptcy to become one of the strongest companies in Michigan. From scandal with silicon breast implants, the company re-imagined itself as a leader in technologies for healthcare and renewable energy. This case profiles Dow Corning's journey to re-invention and its enduring culture of innovation and leadership.

Plante & Moran: All You Really Need to Know (Wooten & Augustine, 2009)

Plante & Moran, headquartered in Southfield, Michigan, is the nation's eleventh largest certified public accounting and business advisory firm. The company has achieved success through a caring and collaborative culture, and has been recognized for nine consecutive years on *Fortune's* "100 Best Companies to Work For" list. The case describes Plante & Moran's unique culture and success factors.

Quicken Loans: Enduring an Entrepreneurial Spirit (Wooten & Augustine, 2009)

Rock Financial (now part of Quicken Loans) was founded by Dan Gilbert, when he was only 23 years old. Although the firm has grown to over 4,000 employees and had become part of a world-class lending organization, it has still managed to maintain an entrepreneurial culture that encourages employees to be innovative in their work. It also boldly recognizes and celebrates employee achievements, and has been named one of the Top 20 of *Fortune's* "100 Best Companies to Work For" for four consecutive years. This case profiles Quicken Loans and its road to creating a thriving workplace in Michigan and across the U.S.

The MSU Federal Credit Union: People Helping People (Wooten & Augustine, 2009)

The Michigan State University Credit Union has been a part of the community since 1937. It has provided vital services to students and citizens throughout Michigan, and has had a particular focus on community education. This case profiles the non-profit credit union's establishment and growth as one of the *HR Magazine's* 2007 list of "Best Small & Medium Companies to Work for in America."

The Y in Google: Attracting and Retaining the Millennials (Wooten & Augustine, 2009)

The case profiles Google, in particular Google's Ann Arbor, Michigan office, and its ability to attract and retain Generation Y workers. The Ann Arbor office was founded in 2006 to support Google's revenue-generating AdWords business. The office started with eight employees and was slated to grow to 1,000 over the next five years. The case discusses Google's success factors in attracting young talent, and gives insight into how the company's unique culture has helped it land the coveted #1 spot in 2007 and 2008 on *Fortune's* "100 Best Companies to Work For" list.

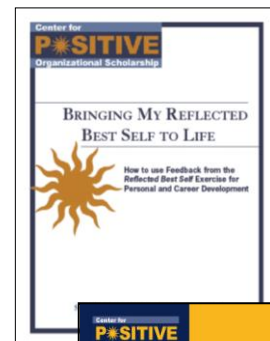
Valassis: Nurturing a Team-oriented Environment (Wooten & Augustine, 2009)

Michigan-based Valassis has been in the promotions and marketing services industry for 37 years. The company employs approximately 7,000 associates across the U.S. and has created a unique culture of shared success and open communication. In 2005, Valassis was inducted into *Fortune's* "Hall of Fame" for being named one of the "100 Best Places to Work For" each year since the list's inception in 1998. This case explores the keys to Valassis's success at attracting and retaining talent.

Teaching Tools

Bringing My Reflected Best Self to Life (Roberts, Dutton, & Spreitzer, 2006)

Optional companion to the *Reflected Best Self Exercise*, below. Includes strategies to help individuals as they compile and interpret their *RBS Exercise* feedback, and is helpful either when they initially work on the *RBS Exercise* in a class setting or as a tool to use on their own after completing their reflected best-self portraits.



Job Crafting Exercise (Berg, Dutton, & Wrzesniewski, 2008).

Helps people identify opportunities to make positive changes to their own job designs by encouraging them to view their jobs in a new way - as a flexible set of building blocks rather than a fixed list of duties. Using this perspective, each participant puts together a visual plan for redesigning his or her job to be more engaging and fulfilling.



Reflected Best Self Exercise (Quinn, Dutton, & Spreitzer, 2003)

Enables people to identify their unique strengths and talents, making it an excellent tool for personal development. Each participant requests positive feedback from significant people in his or her life and then synthesizes it into a cumulative portrait of his or her “best self.”



Theory to Practice Briefing

What is Job Crafting and Why Does It Matter? (Berg & Dutton, 2007)

Job crafting captures the active changes employees make to their own job designs in ways that can bring about numerous positive outcomes, including engagement, job satisfaction, resilience, and thriving. This briefing introduces the core ideas of job crafting theory for management students by defining it, describing why it is important, summarizing key research findings, and exploring what it means for employees, managers, and organizations.

Survey Instrument

Positive Practices Survey

For the last few years, Center for POS faculty have been developing and refining an online survey that measures the extent to which an organization demonstrates positive practices and possesses a positive culture. By 2009, data have been collected from more than two dozen organizations, providing Center for POS researchers with a rich data set and providing participating organizations with powerful insights into their organizational culture.





Mission

The Center for POS is a community of scholars devoted to energizing and transforming organizations through research on the theory and practice of positive organizing and leadership. We are passionately dedicated to the development and dissemination of POS research. The Center's main functions include fostering research and building the community of POS researchers worldwide; teaching POS principles; engaging in research and publishing and presenting results; and producing teaching cases and other materials that exemplify POS principles.

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Please visit www.bus.umich.edu/Positive for more information about the contents of this report, including publications, teaching cases, teaching tools, and events.