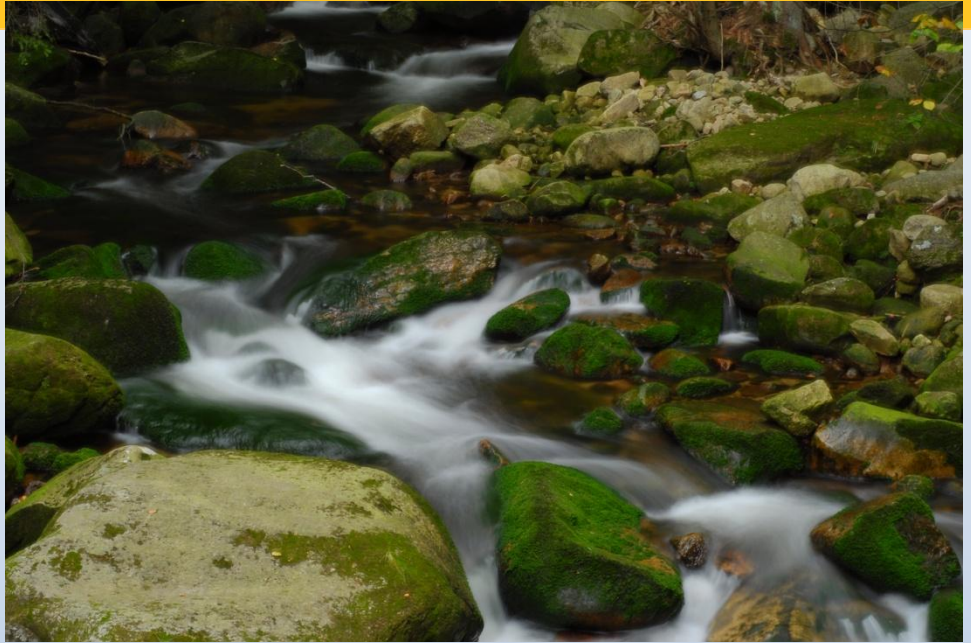


Impact 2010



RESEARCH COMMUNITY TOOLS EDUCATION

*A report on the activities of the
Center for Positive Organizational Scholarship*



Center for Positive Organizational Scholarship

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May 16, 2011

Dear Friends and Colleagues,

“New energy” was the hallmark of 2010 for the Center for Positive Organizational Scholarship (POS). We welcomed Dave Mayer, a new faculty member in the Management and Organizations area; his research on a positive approach to ethics has enriched our activities, and significantly contributes to the research capability of the Center. We had an outstanding year of new research generated by Center faculty and doctoral students. We were reinvigorated by winning the Martin Trailblazer Award (see page 9) from the Academy of Management. This validation of our work in building the field of positive organizational scholarship was extremely gratifying.

In Spring 2010, the catch phrase was, “We are building the bridge as we walk on it,” as we designed and implemented a pilot program for a summer action learning project for undergraduates at the Ross School. We wanted to answer the question, “Could POS ideas infuse new insights into how to approach consulting and engage in action learning?” Students transformed by the program, and companies who hosted student teams, provided the overwhelmingly positive answer.

We were also energized by a remarkable increase in interest in POS from Ross MBA and BBA students—in our Positive Links speaker series, for example, the audience expanded from practitioners and academics to include more students, as well as HR professionals from across the University.

We look forward to the energy building as we continue to make Positive Organizational Scholarship a strength of the Ross School of Business.

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 P. 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 2010, competition for the Center's bi-annual Award for Best Paper in Positive Organizational Scholarship brought 20 outstanding submissions; Stuart Bunderson and Jeffery Thompson shared the award for their paper on meaningful work.

The Center co-sponsored a book-building conference at Boston University; it yielded *Using a Positive Lens to Explore Social Change and Organizations: Building a Theoretical and Research Foundation*, edited by Karen Golden-Biddle and **Jane Dutton** (Routledge, 2012).

In August of 2010, Center faculty members were a vital presence at the Academy of Management (AOM) Annual Meeting, and hosted a packed Gathering of POS Scholars. Center faculty members were gratified to be awarded the Joanne Martin Trailblazer Award by the Organization and Management Theory Division of AOM.

The Center continued to foster the dissemination of POS research through regular events at the Ross School. The Positive Links speaker series presented five prominent researchers and innovative thinkers from around North America, and there were 10 sessions of the POS Research Incubator, which is an intimate forum for discussions of evolving research.

In Summer 2010, Center faculty members piloted a new program with undergraduates to see if POS

ideas would infuse new insights into how to approach. The highly-successful program was institutionalized as a BBA class. Positive Leadership programs continue to be a highlight of Ross Executive Education, and POS components are part of a number of University classes.

In 2010, Center faculty published nine articles and chapters on POS topics, and had more than two dozen papers in press. The books *Organizational Effectiveness* by **Kim Cameron** and *Leading under Pressure: From Surviving to Thriving Before, During, and After a Crisis* by Erika James and **Lynn Wooten** were both published, and three more books are in press. **Kim Cameron** and **Gretchen Spreitzer** continued to shepherd *The Oxford Handbook of Positive Organizational Scholarship* towards its Fall 2011 publication; it features 79 chapters by top POS scholars. The Center released a new teaching case, *Open Book Finance*, and a revised edition of the *Job Crafting Exercise*. In Fall 2010, we launched **Insight | Inspiration | Impact**, our electronic newsletter.

People

In 2010, David Mayer, Assistant Professor of Management and Organizations, joined the Center; his research focuses on social and ethical issues in organizations. **Emily Plews** joined us as a knowledge products consultant and, as a recent Ross MBA graduate, has been a great liaison with the student community at Ross. The Center's first post-doctoral fellow, **Brad Owens**, continued at Humana, Inc., on a variety of research projects.

Financial Support

The year 2010 saw continued funding from a variety of sources. The Dean's Office of the Stephen M. Ross School of Business contributed to the Center's operating budget; Humana, Inc., funded a post-doctoral fellowship and made an additional expendable gift to the Center. Gifts from Ross School of Business alumnus Paul F. Jones (MBA 1975) funded our Positive Links speaker series.

People

Core Faculty



Wayne Baker

Robert P. Thome Professor of Business; Professor of Management & Organizations; Professor of Sociology

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

William Russell Kelly Chair of Management and Organizations; Professor of Higher Education

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. The *Oxford Handbook of Positive Organizational Scholarship*, which he is co-editing with Gretchen Spreitzer, will be published in Fall 2011.



Jane E. Dutton

Robert L. Kahn Distinguished University Professor of Business Administration and Psychology

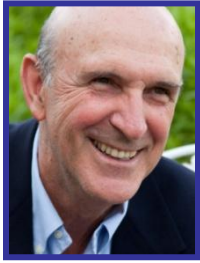
Jane Dutton's research on positive organizational scholarship began with an interest in compassion and the difference it makes for individuals and organizations. Her research has expanded to focus on the power of positive relationships at work, positive identities and meaning, job crafting, and resilience. 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.



David M. Mayer

Assistant Professor of Management & Organizations

Dave Mayer is interested in the connection between ethics and POS. His research focuses on how organizations can create environments that promote positive behavior. Much of his research examines how aspects of the work context (e.g., leadership, peers, climate) impact employees' displays of ethical and prosocial behavior.



Robert E. Quinn

Margaret Elliott Tracy Collegiate Professor in Business Administration; Professor of Management and Organizations

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

Professor of Management and Organizations; Chair of Management and Organizations

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. Her books include *A Company of Leaders* (Jossey-Bass 2001). The *Oxford Handbook of Positive Organizational Scholarship*, which she is co-editing with Kim Cameron, will be published in Fall 2011.

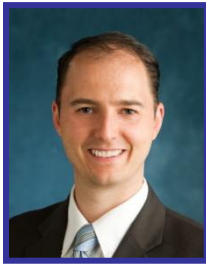


Lynn Perry Wooten

Clinical Associate Professor of Strategy and Management & Organizations

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. She wrote *Leading Under Pressure: From Surviving to Thriving Before, During, and After a Crisis* (2010) with Erika H. James.

Post-Doctoral Fellow



Bradley P. Owens

Bradley P. Owens's interest in positive organizational scholarship (POS) centers on 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.

Affiliates



Laura Morgan Roberts

Laura Morgan Roberts is a faculty affiliate of the Center and is Professor of Psychology, Culture, and Organization Studies at Antioch University. 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 reports, the newsletter, 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.



Emily Plews

Emily Plews's interest in positive organizational scholarship (POS) was borne out of her studies of organizational change as an MBA/MS student at the Erb Institute for Global Sustainable Enterprise. She is interested in how POS concepts can inform the movement toward sustainable enterprise on the individual and relational levels. She is currently consulting the Center for POS on the production and marketing translations of research into practitioner experiences and shepherding connections to people and ideas in sustainable enterprise.



Ryan Smerek

Ryan Smerek managed marketing projects for the Center until mid-2010. 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. Ryan is now on the faculty of Hiram College.

The Center also benefits from the work of University of Michigan undergraduates Danya Dhanak (marketing assistant since Fall 2007), Peter Miller (webmaster Spring 2009 – Fall 2010), and Nick Gerard (webmaster since Fall 2010).

Funding

Office of the Dean, Stephen M. Ross School of Business

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

Humana, Inc.

Humana, Inc., and the Center for POS continued their productive partnership, which generates useful research findings based on work done by post-doctoral fellow **Bradley P. Owens**. In addition, Humana supports the relationship with the Center through an annual gift.

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 Co-Sponsored

Positive Social Change and Organization (2010)

Held at Boston University, this book-building conference yielded *Using a Positive Lens to Explore Social Change and Organizations: Building a Theoretical and Research Foundation*, edited by Karen Golden-Biddle and **Jane Dutton** (Routledge, 2012).

Conferences Attended

Academy of Management (2010)

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 2010 featured 124 POS-related sessions, a six-times increase over 2002. The theme of the overall Academy for 2010—Dare to Care: Passion and **Compassion** in Management Practice and Research—contributed to the strong representation of POS-related sessions.

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:

Davidson, M., Roberts, L., & **Wooten, L.** (2010). *Daring to care about diversity: Building bridges to positive organizational scholarship.* Academy of Management Annual Meeting, Montreal, Quebec, Canada.

Carlsen, A., & **Dutton, J.** (2010). *Unleashing generativity: Moments of aliveness, inspiration, and imagination in qualitative research.* Academy of Management Annual Meeting, Montreal, Quebec, Canada.

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

Award Given

Best Paper in Positive Organizational Scholarship

Stuart Bunderson and Jeffery Thompson shared the 2010 award for their paper on meaningful work; the 2010 competition brought in 20 submissions.

The Center for POS launched this biannual award in 2008 to recognize outstanding scholarship in POS and to encourage research. The award carries a \$5,000 (USD) prize plus paid expenses to the bi-annual Conference on Positive Organizational Scholarship hosted by the Center for POS in Ann Arbor, MI, where the recipient gives an invited talk at the conference, based on the article that wins the award.

Information about applying for the 2012 Award will be available by early 2012 at www.centerforpos.org. The next award will be announced in late 2012.



J. Stuart Bunderson
Washington University in St. Louis



Jeffery A. Thompson
Brigham Young University

The Call of the Wild: Zookeepers, Callings, and the Double-Edged Sword of Deeply Meaningful Work.

Bunderson, J.S., & Thompson, J.A.

Administrative Science Quarterly, 2009, 54, 32-57.

Finalists

When Callings are Calling: Crafting Work and Leisure in Pursuit of Unanswered Occupational Callings.
Justin M. Berg, Adam M. Grant, and Victoria Johnson
Organization Science, September-October 2010 (Volume 21, Number 5, pages 973-994).

Bad Drives Psychological Reactions, but Good Propels Behavior
Cynthia S. Wang, Adam D. Galinsky, and J. Keith Murnighan
Psychological Science, May 2009 (Volume 20, Number 5, pages 634-644).

Work Process and Quality of Care in Early Childhood Education: The Role of Job Crafting
Carrie Leana, Eileen Appelbaum, and Iryna Shevchuk
Academy of Management Journal, December 2009 (Volume 52, Number 6, pages 1169-1192).

Award Received

Martin Trailblazer Award

Wayne Baker, Kim Cameron, Jane Dutton, Robert Quinn, Gretchen Spreitzer, and Lynn Wooten were named Trailblazers by the Organization and Management Theory (OMT) Division of the Academy of Management. The Joanne Martin Trailblazer Award is given every two years to “scholars who have taken a leadership role in the field of OMT by opening up new lines of thinking or inquiry. A trailblazer is a boundary-spanner and a conversation starter, someone who extends and builds the OMT community by shepherding new ideas and new scholarship, often in unconventional ways.” The Center for POS faculty members were honored to receive this designation which was named to ensure the legacy of Joanne Martin. The team accepted the award at the Academy of Management meetings held in Montreal in August, 2010.



From l to r: Lynn Wooten, Bob Quinn, Jane Dutton, Kim Cameron, and Wayne Baker. Not pictured: Gretchen Spreitzer.

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, www.centerforpos.org, providing this valuable resource to a wide audience.



Presenters Ann Tenbrunsel, Sandra Robinson, Kim Cameron, Gretchen Spreitzer, and Erika James (l-r)

Winter/Spring 2010

Behavioral Ethics

The Ethical Mirage: A temporal explanation for why you think you are more ethical than you really are
Ann Tenbrunsel, University of Notre Dame

Threads of Silver in the Cloth of Social Exclusion: Some Optimistic Findings in Studies of Ostracism at Work
Sandra Robinson, University of British Columbia

Fall 2010

Being Generative

Part of the special nine-session series, Generative Practices: How to be A Positive Force in Troubled Times

Bringing a Positive Lens to Troubled Situations
Kim Cameron, University of Michigan

Energy Management: Generative Practices for Turbulent Times
Gretchen Spreitzer

Leading Towards Opportunity in Times of Crisis
Erika James, University of Virginia

Generative Practices: How to be a Positive Force in Troubled Times

In Spring 2010, **Bob Quinn** conceived the idea of a series of nine presentations on generative practices held over three semesters. In addition to the sessions listed for Fall 2010, the following sessions are scheduled:

Generative Influence (Winter 2011)

An Invitation to Excellence: Positive Organizing and the Generative Practices of Extraordinary People (**Robert E. Quinn**)

Positive Organizational Communication: Research and Tools for Transforming Conversations Even in Trying Times (Ryan W. Quinn)

Leadership Construction in Organizations: An Invitation to a Conversation (Susan Ashford)

Generative Organizing (Fall 2011) (tentative topics)

Necessity and Innovation: How to Utilize the Blessings of Dark Times (Jeff DeGraff)

Practices of a Nonprofit Organization: Transforming Challenged Systems (**Lynn Wooten**)

Generative Practices: What We Have Learned about Living in Difficult Situations (**Robert E. Quinn**)

What are generative practices?

In times of trouble it is normal for people, groups, and organizations to begin to close down. Fear and discouragement give rise to counter-productive behaviors and the system often begins to collapse. As the system spirals downward, hope is lost.

Yet troubled times can be a context for the emergence of the positive. In psychology, we learn that people often experience dramatic development as a result of post-traumatic growth. In organizational studies, we learn that organizations often change most in times of crisis, and that this learning may lead to exceptional progress.

The word “generative” suggests the ability to originate or produce something. Generative practices are behaviors that reverse the process of decay. In difficult times, there are ways thinking, feeling, and doing that begin to elevate oneself and others. The context of decay becomes a seedbed of the positive.

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.

Winter 2010

The Implications of Leader Relational Energy on Individual and Unit-Level Outcomes
Bradley P. Owens

Research Alive: Exploring Generative Moments in Doing Qualitative Research
Jane E. Dutton

How do professionals construct positive, complex identities at work?
Laura Morgan Roberts

The Do Good Project
Gretchen Spreitzer and Akshaya K. Varghese

Deviance for a Sustainable World: Linking Sustainability and Positive Organizational Scholarship
Nardia Haigh

Fall 2010

A Path Forward: Assessing Progress and Exploring Core Questions for the Future of Positive Organizational Scholarship
Gretchen Spreitzer

Leading from Below: An Inductive Examination of Humility in Leadership
Bradley P. Owens

10 Seconds to Lift Off: Towards a Model of Performance Trajectories for Newcomers
Samir Nurmohamed

Leading by setting the stage: The case of the Prison Creative Arts Project
Ned Wellman

Designing for Compassion
Jane E. Dutton and Kristina Workman

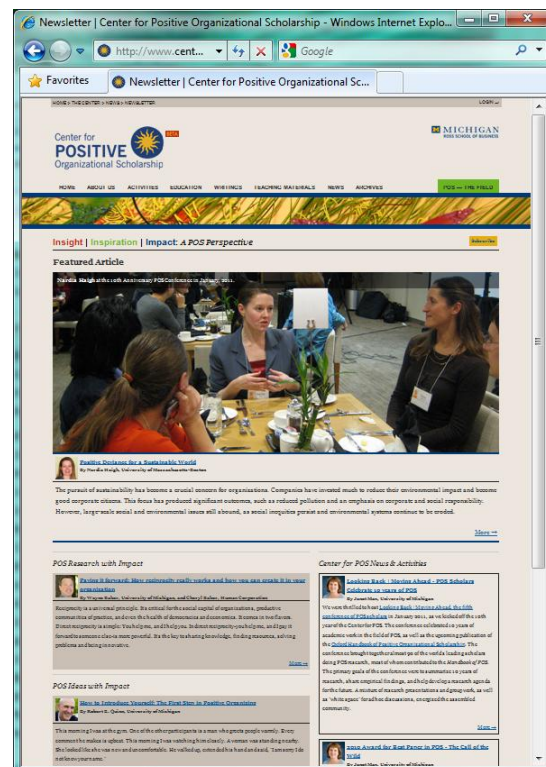
Website



The Center for POS website (www.centerforpos.org) 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. A re-design begun in late 2010 gives the site a modern look, improved functionality, and greater user-friendliness.

Newsletter

In Fall 2010, the Center launched **Insight | Inspiration | Impact**, a thrice-yearly electronic newsletter. We designed it to provide readers with “tastes” of POS research with impact that expands the imagination and suggests possibilities of how POS-related research can make a difference in the world.



Education

Ross School of Business Executive Education

Positive Leadership Program

This is a program for senior managers who are charged with developing a team of effective leaders. The goal is to create significant change using positive organizational practices.

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

In the University Classroom

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

POS-related Courses for Undergraduates

Offered in the Management and Organizations area at the Stephen M. Ross School of Business:

MO 314 – Managing Change (**Gretchen Spreitzer**)

MO 315 – Human Capital Management (**Lynn Wooten**)

MO 324 – Managing Professional Relationships (**Wayne Baker**)

POS-related Courses for MBA Students

Offered in the Management and Organizations area at the Stephen M. Ross School of Business:

MO 501 – Human Behavior and Organizations (**Wayne Baker**)

MO 603 – Leading Change (**Kim Cameron**)

MO 615 – Managing Professional Relationships (**Jane Dutton**)

MO 623 – Becoming a Transformational Leader (**Robert Quinn**)

MO 632 – Leading Organization Change (**Robert Quinn**)

MO 672 – Leading Non-Profit Organizations (**Lynn Wooten**)

Invitation to Doctoral Students

Center for POS faculty welcome the chance to work with University of Michigan doctoral students on research projects. Project tasks range from specific research assistance (e.g., literature reviews, data collection, coding) to full-scale research collaborations. We suggest you contact specific faculty members (see faculty profiles on the Center for POS website, www.centerforpos.org) for potential opportunities or to share specific ideas you might have.

Summer Action Learning Project: 2010 Pilot Program

“Our team of six met for the first time in early June after participating in a series of intriguing workshops facilitated by the faculty of the Center for Positive Organizational Scholarship. Energized by the principles we had learned, we worked to build trust amongst group members by forming high-quality relationships through use of adaptive personal reflection, and by developing ways to ensure high energy in our work environment. Application of these principles, we believe, is what allowed us to achieve exceptional results for our corporate client.”

Program participants Daniel Cyr and William Moeller

In Summer 2010, Center for POS faculty piloted a highly-successful new program with undergraduates to see if POS ideas would infuse new insights into how to approach consulting and engage in action learning. **Bob Quinn, Wayne Baker, Jane Dutton, Kim Cameron, Gretchen Spreitzer, and Lynn Wooten** shared their POS expertise with the 26 undergraduate students participating in the program. After the workshops, the students assembled into five teams, and each team was assigned to a local project sponsor. After 10 weeks of questioning, research, processing, analysis, meeting, etc., each team presented suggestions to its sponsoring client.

Participation in the Summer Action Learning Program unlocked new insights about how POS can strengthen consulting practices and action-based learning in four key areas:

- 1) Problem identification and solution/opportunity development;
- 2) Effective team management;
- 3) Impactful leadership development (discovering the power within); and
- 4) Effective client relationship-building and management.

In addition to business basics, ALPS 2010 students reported learning about themselves as leaders and team members, and about organizational culture.

The program was supported through the Jones Center for BBA Education, which was funded by generous donations from Ross alumnus Thomas C. Jones, BBA '68, MBA '71. It has now been institutionalized as a BBA course, BA353, with continued support from the Jones Center for BBA Education.

The Fall 2010 *Dividend*, the Alumni Magazine of the Ross School profiled the experiences of the students, and participants Daniel Cyr and William Moeller wrote an article chronicling their experiences; both pieces are available on our website, www.centerforpos.org, in the Education area.

The Domino's team, from left: Dan Cyr, LSA; Niamath Khandaker, Ross; Will Moeller, Ross; Florencia de Majo, LSA; Eileen Hsiao, Engineering; Chia-Yu Chen, Engineering.



Faculty Research

Articles and Chapters

Berg, J.M., Wrzesniewski, A., & **Dutton, J.E.** (2010). Perceiving and responding to challenges in job crafting at different ranks: When proactivity requires adaptivity. *Journal of Organizational Behavior*, 31, 158-186.

Cameron, K.S. (2010). Five keys to flourishing in trying times. *Leader to Leader*, 55, 45-51.

Dutton, J. E., Roberts, L.M., & Bednar, J. (2010). Pathways for positive identity construction at work: Four types of positive identity and the building of social resources. *Academy of Management Review*, 35(2), 265-293.

Dutton, J. E., & Morehart, F. (2010). Heartwarming as the other side of heartbreaking experiences in research. *Journal of Management Inquiry*, December, 348-349.

Rosenberg, V., **Wooten, L.**, McDonald, M., & Burton, K. (2010). Building the bridge for diversity and inclusion. *Foundation Review* 2(2): 100-115.

Spreitzer, G.M., Lam, C.F., & Fritz, C. (2010). Engagement and human thriving: Complementary perspectives on energy and connections to work. In A.B. Bakker & M.P. Leiter (Eds.), *Work engagement: A handbook of essential theory and research* (pp. 132-146). New York: Psychology Press.

Wellman, E., & Spreitzer, G.M. (2010). Crafting scholarly life: Strategies for creating meaning in academic careers. *Journal of Organizational Behavior*, 31, 1-5.

Wooten, L. (2010). Building a company the Steve Jobs way: A positive deviance approach to strategy. *Effective Executive*, 13(2): 10-15.

Wrzesniewski, A., Berg, J.M., & **Dutton, J.E.** (2010). Turn the job you have into the job you want. *Harvard Business Review*, 88(6), 114-117.

In press Articles and Chapters

Baker, W. (in press). A dual model of reciprocity in organizations: Moral sentiments and reputation. In **K.S. Cameron & G. Spreitzer** (Eds.), *Oxford Handbook of Positive Organizational Scholarship*. Cambridge: Oxford University Press.

Berg, J.M., **Dutton, J.E.**, & Wrzesniewski, A. (in press). *Job crafting and meaningful work. In purpose and meaning in the workplace*. Washington, D.C.: APA Books.

Cameron, K.S. (in press). The effects of virtuous leadership on organizational performance. In S.I. Donaldson, M. Csikszentmihalyi, & J. Nakamura (Eds.), *Applied positive psychology: Improving everyday life, schools, work, health, and society*. New York: Routledge.

Cameron, K.S. & Caza, A. (in press). Virtuousness as a source of happiness in organizations. In A. Conley, S. David, and I. Boniwell (Eds.), *Oxford Handbook of Happiness*. New York: Oxford University Press.

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Dutton, J.E., Spreitzer, G.M., Heaphy, E., & Stephens, J.P. (2010). *When and how employees lend a hand: Facilitators of compassion outside of work.* Academy of Management Annual Meeting, Montreal, Quebec, Canada.

Dutton, J.E., Bednar, J., & Williams, M. (2010). *Constructing worth from a one-down position: Learning from university staff.* Academy of Management Annual Meeting, Montreal, Quebec, Canada.

James, E., & **Wooten, L.** (2010). *Seeing the glass half full: Using a positive organizational scholarship framework to teach leading under pressure in crisis situation.* Academy of Management Annual Meeting, Montreal, Quebec, Canada.

Lam, C.F., & **Spreitzer, G.M.** (2010). *Who keeps their energy through the week? Differential impacts of job autonomy and role-breadth self-efficacy on the experience of vigor.* Academy of Management Annual Meeting, Montreal, Quebec, Canada.

Myers, V., & **Wooten, L.** (2010). *Generative change in health care organizations: From inertia to action in reducing patient disparities.* Academy of Management Annual Meeting, Montreal, Quebec, Canada.

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Funded Projects

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

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

Teaching and Practice Materials

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 our website, www.centerforpos.org. Teaching notes for the teaching cases and teaching tools are also available at no charge to instructors.

We also offer At-a-Glance summaries, which are distillations of some of the research concepts of work done by Center faculty members, for no cost on our website, www.centerforpos.org.

Teaching Case

Open Book Finance (Smerek & Baker, 2010)

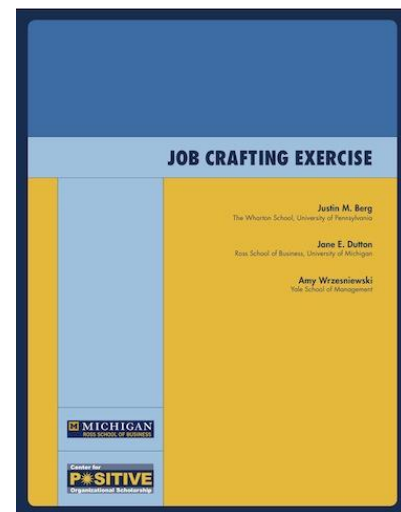
This case outlines the origins of Open Book Finance, its core elements, and its implementation at Zingerman's Community of Businesses in Ann Arbor, Michigan.

Teaching Tool

In early 2010, we released version 2 of the Job Crafting Exercise—it features revised, expanded instructions, more examples, improved functionality, and more versatile stickers.

Job Crafting Exercise (Berg, Dutton, and Wrzesniewski, 2008, version 2 released in 2010).

The *Job Crafting Exercise* invites participants to see their job in a new way - as a flexible set of building blocks rather than a fixed list of duties. Using this tool, participants create a visual plan for redesigning their jobs to align closely to motivations, passions, and strengths, resulting in more engaging and fulfilling work.



Supplement:

All Teaching and Practice Materials

Teaching Cases and Videos

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. *Case and video.*

B&O Railroad Museum: Getting Back on Track (Sutcliffe, 2009)

Plans to revive the museum were derailed when a snowstorm destroyed the museum's roof and most of its collection. The cases asks students how they would respond, and details how the director and his staff remedied the situation in an example of organizational resilience. *Case and video.*

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. *Case and video.*

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. *Case.*

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. *Case.*

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

The video case of Candice Billups, hospital custodian, is designed to enrich conversation and analysis of core topics in organizational behavior or management courses. *Video.*

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

Highlights the responses of the leaders and employees of Reuters America to the incidents of September 11, 2001. *Case and video.*

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

This case describes how senior management led the merger of Prudential and CIGNA while implementing various POS practices throughout the organization in hopes of creating a successful culture for the staff, compelling results for the clients, and a strong value for the shareholders. *Case.*

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. *Case.*

Open Book Finance (Smerek & Baker, 2010)

This case outlines the origins of Open Book Finance, its core elements, and its implementation at Zingerman's Community of Businesses in Ann Arbor, Michigan. *Case.*

Serious Play at the Make-A-Wish Foundation (Grant, Berg, Duvall, Llabona, & Malcolm, 2009)

This case explores the benefits and challenges of creating and sustaining an organizational culture that emphasizes fun and playfulness by telling the story of an inspiring organization that has cultivated such a culture: the Michigan chapter of the Make-A-Wish Foundation (MAW). *Case.*

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." Video also available. *Case and video.*

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)

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. *Mini-case.*

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

Cascade develops and manufactures injection molded products for the automotive, solid waste and industrial markets. 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. *Mini-case.*

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. This case profiles Dow Corning's journey to re-invention and its enduring culture of innovation and leadership. *Mini-case.*

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

Plante & Moran, a certified public accounting and business advisory firm, 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. *Mini-case.*

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

Quicken Loans boldly recognizes and celebrates employee achievements, and has been named one of the top twenty of Fortune magazine's "100 Best Companies to Work For" in America for four consecutive years. This case profiles Quicken Loans and its road to creating a thriving workplace in Michigan and across the U.S. *Mini-case.*

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

This case profiles the non-profit Michigan State University Federal Credit Union's establishment and growth as one of the "Best Small & Medium Companies to Work for in America." *Mini-case.*

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 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 on Fortune magazine's "Best Places to Work" list. *Mini-case.*

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

In 2005, Valassis was inducted into Fortune magazine'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. *Mini-case.*

Teaching Tools

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

Optional companion to the *Reflected Best Self Exercise (RBSE)*, below. Includes strategies to help individuals as they compile and interpret their *RBSE* feedback, and is helpful either when they initially work on the 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, and 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. Version 2 was released in early 2010.

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

Enables individuals 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.centerforpos.org for more information about the contents of this report, including publications, teaching cases, teaching tools, and events.