

Index

- abundance bridge 15, 169
abundance culture 15–16, 24
active engagement 42, 47
adaptive self-reflection 110–15
affirmative bias 9, 17–20
AI, *see* Appreciative Inquiry
airlines, after attack on World Trade Center 17, 105–7
ambivalence 9, 28, 30, 97–8
Appreciative Inquiry (AI) 8–9, 33, 214–15
 and creativity 219–20
 and organizational change 158–62
 and positive workplaces 34–8
 and resilience 153, 154–5
 and sustainable growth 158–68
 dream phase 88, 149, 165
 key principles 35
Appreciative Inquiry for Change Management 162
appreciative leadership 121–4
approach goals 57–8
Arnott, Alastair 145–6
arousal 149–50
asset-focused strategies 153
Aston Business School 111, 219–21
attention 212
authentic followers 117
authenticity 8, 46, 117; *see also*
 authentic leadership
authentic leadership 102–17, 124
 defined 102
 distinguish from psychopathic leadership 107–10
Average to A+ 45
avoidance goals 57–8
balanced processing 115–17
behavioural activation/inhibition systems 54–6
best self-feedback 79–83
 benefits 83
Big Conversation, The 222–6
black humour 156
Bolchover, David 41
brain connections 44
brain behavioural systems 54–6
Branch Davidians 103
Bright-sided 2
Bringing out the Best in People 59
broaden and build theory 167, 198
Butcher, James 36, 37, 120–1

- Calvinism 2
- Campbell, Wendy 153, 154–5
- change
 as moral act 34
 in complex adaptive systems 28
 in modern world 7
see also culture change;
 organizational change
- character strengths 43
- coercive contingencies 60–1
- collective resourcefulness 134
- ‘comfort zone’ 103, 104–5
- communication 72–4
 as an event 72–3
 as a social process 73–4
 dynamic patterns of 76–8
 high-quality 91–2
 role of connectivity 74–6
see also positive communication
- competing values framework 134–5
- complementary pairings 181
- complex adaptive systems
 in natural world 26–7
 organizations as 9, 27–31, 198–9
- connections
 high-quality 184–8
 low-quality 186–7, 188
- connectivity
 and ability to act 206–9
 and communication 74–6
 and high-quality connections 185, 186
 and performance 75–6
 concept 74–5
 measurement of 75, 76
- contingencies
 and goal setting 58–63
 coercive 60–2
 effect on behaviour and engagement 53–4
 positive 62–3
- conversation 204–8
- Cooperrider, David 165–9
- corrective mirroring 119–20
- Cougar Automation 65, 66–7, 122
- Coutts, Kate 112, 113, 114–15
- ‘creating a container’ behaviour 132–3
- creating capacity behaviour 130–1
- creativity 93
 and Appreciative Inquiry 219–20
 and dynamic patterns of communication 76
 developing 94–5
- cult leaders 103
- culture
 abundance 15–16, 24
 Native 2–3
see also culture change;
 organizational culture
- culture change 29–34
 difficulties in attempting 24, 31–4
 ethics of 34
 large group approaches 32–4, 199
 reasons of failure 31
- ‘curse of mediocrity’ 45
- cynicism 8
- Damasio, A. 84–6
- Daniels, A. 59
- decision making 83–96
 compared to sense making 99
 dominant model 84
 factors enhancing 92–6
 micro-decision making 91–2
 role of emotions 86–91
see also sense making
- de-energizing relationships 191–2
- downsizing 7, 14–15
- edge and tension behaviour 132
- efficiency 29–30, 203
- Ehrenreich, Barbara 2, 7
- emergence 27–8

- emotions 211–12
 role in decision making 86–91
see also negative emotions; positive emotions
- employee engagement 40–2, 67–8
 and conditioned reinforcers 56–7
 and meaningfulness of work 63–7
 benefits of 41
 definitions 42
 goal seeking behaviour 54–6
 management influence on 53–4
 state of flow 51–2
 state of mindfulness 52
 use of goal setting to
 enhance 57–63
 use of strengths and talents to
 enhance 42–50
- energizing relationships 191–2
- ethical base 6–8
- extraversion 54
- fatal flows 118
- Faulds, Dick 107
- feedback
 360-degree 79–80, 119
 best self-feedback 79–83
 corrective 83, 84
 need of providing for
 leaders 119–20
- ‘feeling good’ 8, 20–1, 88–91, 150, 198;
see also positive emotions;
 positivity
- Filby, Jane 219–21
- financial services sector 16
- fire-fighting 98
- fire-walking 3
- flocking behaviour 26–7
- flow 51–2
- forgiveness 16
- framing change behaviour 130
- Francis, Ewa 148–9
- Future Search 33
- Gallup 43–5
- Gastaldi, Mario 205, 207–8
- generative dynamics 134
- goal attainment 61
- goal deadlines 61
- goal seeking 54–6
- goal setting 56–8
 and environment
 contingencies 58–63
 and goal seeking 56–7
 and performance 151
see also goals
- goals 55–8, 151; *see also* goal seeking;
 goal setting
- golden handshake 177
- Gomez, Karena 113, 116–17
- growth, *see* sustainable growth
- Held, Barbara 5
- Her Majesty’s Revenue & Customs
 19
- hero leadership 130, 131
- heuristics 93–6
- Higgs, Malcolm 107
- high energy networks 191–2
- high-reliability organizations 96–9
- high-quality communication 91–2
- high-quality connections 184–7
 enhancement of work
 coordination 189–91
 increasing organizational
 capability 187–8
 relation to connectivity 185, 186
- high-quality relationships 91–2,
 184–92; *see also* high-quality
 connections
- Higson, Helen 216, 219–21
- holistic perspective 124
- hope 150–2, 159
- humour 156
- Hutchinson, Clive 17, 18–19, 65, 66–7,
 121, 122

- Iacocca, Lee 107
 imagination 202, 211
In Search of Excellence 7
 intrinsic motivation 47
- Jewell, Louisa 160–1
- jobs
 decisions to stay in or leave 53
 fitting people 43, 183–4
- Jong, Joep C. de 121, 123–4
- Josefsson, Leif 112–13
- Karseras, George 182–3
- King, Vanessa 93, 94–5
- knowledge 7, 123
- Koresh, David 103
- KPMG 20
- large group approaches 32–4, 199; *see also* transformative collaboration approaches; whole-system approaches
- LCES (Lookouts, Communication links, Escape routes and Safety zones) 98
- leaders
 authentic distinguished from psychopathic 108–10
 cult 103
 need of providing feedback for 119–20
 psychopathic 107–10
 role in enhancing employee engagement 65
 virtuous behaviour of 20
 see also leadership
- leadership
 and adaptive self-reflection 110–15
 and balanced processing 115–17
 and internal morality 105–7
 and mindfulness 110–11
 and positive communication 78–9
 and relational transparency 103–5
 appreciative 121–4
 authentic 102–17, 124
 change behaviour 130–4
 ethical base 8
 hero 130
 positively deviant 121–4
 strengths 118–21, 122
 supportive in teams 176–7
 value chain 123–4
 see also leaders
- Leavy, Martin 205–6
- Lennon, John 8
- Linley, Alex 45–50, 80, 81–2
- Living Dead, The* 41
- magical thinking 2–3
- maladaptive self-reflection 110
- management
 high-performing teams 75–7
 influence on employee engagement and productivity 53–4
- managers, successful 43
- Martins, Liz 88, 90–1
- mastery experiences 145–6
- mastery goals 57
- mental models 28–9, 31
- Messier, Jean-Marie 107
- Metafari 112–13
- Metasaga 112, 114–15
- micro-decision making 91–2
- mindfulness 52–3, 212
 and adaptive behaviour 212
 and decision making 92–3
 and leadership 110–11
- mini-goals 63
- Mondragón Corporation 21–3
- money 55–6
- Moore, Lesley 216–18
- Moore, Nick 163–4
- morale 150
- morality 102–3, 105–7

- Native culture practices 2–3
- negative emotions
 effect on people's actions 17–20
 purpose of 4
 recognition of in positive psychology 3–4
see also emotions
- negative reinforcement 59–60, 61
- negativity 3–4
- neuroticism 54
- nexti 75
- Northern Lights Canada 160–1
- Open Space 33, 132, 215–16
- optimism 152, 159
- organizational change 124–5
 and Appreciative Inquiry 158–62
 change master approach 127
 development of strategy 124, 134–6
 directive approach 125–6
 emergent approach 128–30
 leadership behaviour 130–4
 self-assembly approach 126–7
 views on 125, 126
see also change; culture change; transformative collaboration approaches
- organizational culture 21–5, 27, 29, 32; *see also* culture change; organizational change
- organizational growth 158; *see also* sustainable growth
- organizational patterns 204–12
- organizations
 as complex adaptive systems 9, 26–31, 198–9
 as machines 124, 140
 correlation of virtuousness with performance 16–17, 21–3
 flourishing 13–23, 32, 75–7, 169, 197–8
 high-reliability 96–9
 positive core of 162
 with deficit orientation 15–16
 with positive deviance orientation 15–16
- oxytocin 172
- perfectionism 47–9
- performance
 and connectivity 76
 and goal setting 151
 and hope 151
 and positive communication 78–83
 and ratio of positive to negative comments 75–8
 and strengths-based approach 49–50, 51
 and virtuousness 16–17, 21–3
see also productivity
- performance goals 57
- performance strengths 45–50
- personality 140–1
 differences 54
 disorders 107
- Peters, Tom 7
- physical health 150
- Polly, Shannon 160–1
- positive communication 78
 role of positive leadership 78–9
 role of positive self-images 79–83
see also communication
- positive connections, *see* high-quality connections
- positive contingencies 61–3
- positive deviance 15–16, 20
- positive emotions 198, 211–12
 and active engagement 42
 benefits of 88–91
 virtuous circles of 20–1
see also emotions; 'feeling good'; positivity
- positive institutions 13

- positive organizational
 - scholarship 6–7, 13–14
- positive profusion theory 166–8
- positive psychology
 - and human growth 140
 - areas of study 13–14
 - as developing science 4–5
 - critique of 5
 - distinguished from positive thinking 2–6
 - ethical base 6–8
 - recognition of negativity in 3–4
- positive reinforcement 59–60, 61–3;
 - see also* rewards
- positive relationships 172–3; *see also*
 - high-quality relationships;
 - working relationships
- positive thinking 2–3, 7
 - distinguished from positive psychology 3–6
- positive workplaces 11–38
 - Appreciative Inquiry in creating 34–8
 - characteristics of 13–19
- positivity
 - benefits of 88–91
 - distinguished from positive thinking 8
 - effect on performance 77–9
 - ratio of 77–8
 - see also* ‘feeling good’; positive emotions
- post-traumatic growth 153
- primary goals 55
- problem-solving 164
- process-focused strategies 156–8
- productivity
 - and strengths-based approach 49, 179–80, 182
 - management influence on 52–5
 - see also* performance
- PsyCap, *see* psychological capital
- psychological capital
 - (PsyCap) 142–58, 159
 - defined 143
 - in teams 175–6
- psychological states 140, 141–2
- psychological traits 140–1
- psychopathic leaders 107–10
- punishment 59–60

- Quimby, Phineas 2

- Ray, James Arthur 3
- ‘Realise 2’ 69
- redundancy 29–31, 153–6
- reinforcement 59–63
- reinforcers 55–6
- relational coordination 189–91
- relational reserves 9, 197
- relational transparency 103–5
- relationships, *see* working relationships
- resilience 152–3
 - strategies for developing 153–8, 159
- rewards 55–7, 62–3; *see also* positive reinforcement
- risk-focused strategies 153–6
- role fluidity 180–1
- role shaping 181

- self-awareness 103–4
- self-concordant goals 58
- self-efficacy 142, 143–5
 - developing 145–50, 159
 - distinguished from ‘confident personality’ 145
- Seligman, Martin 9, 43
- sense making 96–9, 209
 - compared to decision making 99
- Shacklady-Smith, Ann 103
- shaping change behaviour 130
- Slack, Tim 221, 222–6
- SOAR (Strengths, Opportunities, Aspirations and Results) 135–6

- social alignment 73
- social capital 9, 21–3, 197
- social modelling 147–9
- social persuasion 150
- Soler, Ceferi 21–3
- somatic markers 85–8
- Southwest Airlines 106–7
- STICC (Situation, Task, Intent, Concerns and Calibration) 98–9
- strategy development 134–6
- strengths 42–50, 198
 - allocating roles by 181–4
 - identifying 46, 80–83
 - of character 42
 - of leaders 118–21, 122
 - overplayed 47–9
 - performance-oriented view
 - of 45–50
 - psychometric measurements of 68
 - unrecognized 47
 - use of best self-feedback to
 - identify 80–83
 - utilizing in team working 179–84
 - see also* talents
- strengths-based approaches 46, 49–50, 168–9
 - and productivity 49, 179–80, 182
 - in team working 179–84
- Strengthscope 69
- Strengthsfinder 69
- strengths revolution 168–9
- stretch goals 151
- striving goals 58
- sustainable growth 139–70
 - and Appreciative Inquiry 158–68
 - and psychological capital 142–58
 - positive profusion theory 166–8
 - three-circle strengths
 - revolution 168–9
- sustainable value 169
- SWOT (Strengths, Weakness, Opportunities and Threats) 135
- sympathetic magic 2–3
- synchronism 78, 132
- system learning 28–9
- talents 43–5
 - identifying 46
 - see also* strengths
- Taylor, Frederick 140
- team working 174–84
 - interactions 177–9
 - psychological capital 175–6
 - supportive leadership 176–7
 - temporary workers 188–9, 190
 - trust 176
 - utilizing strengths 179–84
- transformative collaboration
 - approaches 199–27
 - and patterns of organizational life 20–32
 - methodologies 213–21
 - reasons of ignoring by
 - organizations 199–203
 - see also* large group approaches; whole-system approaches
- transforming space behaviour 133
- trust
 - in positive relationships 172
 - in teams 176
- VIA 68
- virtuous actions 8, 16–17
 - and creation of positive emotions 20–1
 - and creation of social capital 20–3
 - and organizational performance 16–17, 21–3
 - of leaders 21
- visualization 3
- wage solidarity policy 22
- West, Michael 110–11

- whole-system approaches 9, 29–30, 132, 199; *see also* large group approaches; transformative collaboration approaches
- Wilson, Lesley 112, 114–15
- wisdom 93–6, 123
- work, meaningfulness of 63–9
- working relationships 184–92, 209–10
 - and organizational capabilities 191–2
 - benefits of positive 172–3, 191
 - energizing/de-energizing 191–2
 - experienced by temporary workers 188–9, 190
 - high-quality 91–2, 184–92
 - in high-risk organizations 99
 - role of leaders in enhancing 176
- workplaces
 - assessment of 53
 - best 14, 21
 - key processes of flourishing 197–9
 - see also* positive workplaces
- World Café 33, 132, 216–21
- World Trade Center 17, 105