Positive Organizational Scholarship: What does it achieve?

By: Arran Caza and Kim S. Cameron

Abstract:

Positive Organizational Scholarship (POS) is a relatively new development in organization studies, having formally begun with a 2003 edited collection of the same name (Cameron, *et al*., 2003b). Since that time, it has attracted considerable attention (e.g., George, 2004; Caza and Roberts, 2006; Fineman, 2006; Caza, 2008). The theoretical basis and scope of POS have been addressed quite recently (Dutton and Glynn, 2007; Dutton and Sonenshein, 2007), so this chapter only summarizes these issues, in favor of concentrating on the research and practice of POS. After discussing the domain and precursors of POS, primary attention is given to what POS has accomplished to date. These accomplishments have two facets, as POS involves a research perspective and an approach to managing organizations. This chapter considers the accomplishments of POS in both areas.

Keywords: appreciative inquiry | corporate social performance | gratitude | organization studies | organizational behavior | positive psychology | self-efficacy

Article:

Nature of Positive Organizational Scholarship

In the eponymous book that launched POS (Cameron *et al*., 2003b), the editors began by contrasting two extreme, hypothetical worlds: one of greed, manipulation, and distrust; the other of appreciation, collaboration, and meaningfulness. They then characterized POS as recognizing the importance of the first world, but intentionally emphasizing the second. 'POS is concerned with the study of especially positive outcomes, processes, and attributes of organizations and their members' (Cameron *et al*., 2003a: 4). POS promotes the study of enablers, motivations, and effects associated with positive phenomena, with the aim of revealing positive states and processes that would otherwise be missed or obscured by traditional, 'non-POS', perspectives.

The creation of the label POS was described as a deliberate one, with each element of the acronym intended to signify an important element of the perspective (Cameron *et al*., 2003a). The use of 'positive' declared 'an affirmative bias and orientation [toward] exceptional, virtuous, life-giving, and flourishing phenomena' (Cameron *et al*., 2003a: 5). The term 'organizational' was meant to stress the emphasis on organized contexts, as opposed to purely individual

phenomena (see Dutton and Glynn, 2007). Finally, the 'scholarship' label was used to make theoretical explanation and empirical support an explicit requirement for inclusion. In sum, POS calls for scholarly research examining positive phenomena in organizations (Cameron et al., 2003a: 11).

While the intended meaning of 'organizational' and 'scholarship' seem relatively straightforward, questions have been raised about what constitutes 'positive' (e.g., George, 2004; Fineman, 2006). The issue is addressed in more detail later in this chapter, but the uncertainty about the precise nature of positiveness reflects the fact that no formal definition has been offered, either in the original book (Cameron *et al*., 2003b) or in subsequent statements about the nature of POS (Cameron and Caza, 2004; Roberts, 2006; Caza and Caza, 2008). Instead, general descriptors and evocative examples have been used to imply the meaning of positiveness. These include references to elevating processes, excellence, human strength, resilience, vitality, and meaningfulness (Cameron *et al*., 2003a; Cameron and Caza, 2004; Roberts, 2006). However, the exact nature of positive-ness remains unclear.

In many ways, the POS emphasis on how to see, rather than exactly what to see, bears an affinity to the technique involved in seeing an auto-stereogram. Readers will recall the popular culture boom of 'magic eye' pictures in the 1990s. In these pictures, if individuals focused their vision in just the right way, a three-dimensional image would seem to emerge from a field of random dots. With these pictures, those who had already seen the image tended to tell others how to look at the picture, rather than telling them to look for a specific object. Moreover, the act of properly seeing a given magic eye picture was initially difficult, but once one was able to see the image in the dots, it became hard to believe that anyone could fail to see it.

POS has been characterized in comparable terms. The POS perspective promises a different way of looking at familiar organizations to see that which has previously been missed, but which is clearly evident and important once one recognizes it. The notion of a different way of perceiving, and of subsequent revelation, is shared by all statements of the aims and nature of POS (Cameron *et al*., 2004, 2003a; Roberts, 2006). In this sense, POS is like many other conceptual labels in organization studies, serving as an umbrella term to unite a range of theories and investigations that share a common theme (Dutton and Glynn, 2007). 'POS draws from the full spectrum of organizational theories to understand, explain, and predict the occurrence, causes, and consequences of positivity' (Cameron *et al*., 2003a: 5).

Precursors of Positive Organizational Scholarship

Obviously, POS did not create the notion of positive behaviors, processes, and outcomes in organizational settings. Numerous research traditions addressed such phenomena before POS was established. The most relevant of these are discussed here, including positive psychology, community psychology, positive organizational behavior, prosocial organizational behavior, organization development, and corporate social performance.

Positive Psychology

Positive psychology is a movement initiated in 1999 by then-president of the American Psychological Association Martin Seligman (Seligman, 1999). He called for psychologists to study positive subjective experience, positive individual traits, and positive institutions. The stated intent of positive psychology was to counter the overwhelming research focus on pathology, and to develop 'a science that takes as its primary task the understanding of what makes life worth living' (Seligman and Csikszentmihalyi, 2000: 13). In the years following Seligman's call, positive psychology has had considerable popularity and success, generating extensive research and education (Snyder and Lopez, 2002; Peterson, 2006), including a positive companion to the established handbook of mental pathology (American Psychiatric Association, 1994; Peterson and Seligman, 2004) and several interventions for increasing happiness (Seligman *et al*., 2005). POS is often described as the organizational equivalent of positive psychology (Cameron *et al*., 2003a; Roberts, 2006; Dutton and Sonenshein, 2007), and positive psychology scholars were invited to offer advice in the initial POS book (Peterson and Seligman, 2003).

Community Psychology

Community psychology is a predecessor of positive psychology. Community psychologists have advanced principles and practices for fostering wellness, such as positive self-attitudes, wholesome growth, and personal integration (e.g., Jahoda, 1958). The emphasis in community psychology has been on preventing illness, rather than curing it, with the goal of enhancing wellness, instead of reducing sickness (see Durlak and Wells, 1997 for a review). In this way, community psychology shares the POS emphasis on desirable, positive phenomena, rather than negative ones.

Positive Organizational Behavior

Building on the work of the Gallup organization and its emphasis on strengths in the workplace, Luthans (2002) called for organizational research on individuals' state-based strengths and capacities, under the label of positive organizational behavior. Self-identified researchers of positive organizational behavior describe themselves as distinct from POS on the grounds that POS is 'more macro-oriented' (Luthans *et al*., 2005: 251) than their emphasis on psychological capacities (Luthans and Avolio, 2003). Nonetheless, the inaugural POS book (Cameron et al., 2003b) addressed both macro and micro topics and included a chapter from the leading scholars of positive organizational behavior (Luthans and Avolio, 2003). As such, this chapter makes no distinction between positive organizational behavior and POS.

Prosocial Organizational Behavior

A variety of altruistic 'citizenship' behaviors have been studied in organizations (see Ilies *et al*., 2007 and Podsakoff *et al*., 2000 for reviews). This research tradition grew out of the early recognition that organizations depend upon individuals to do much more than is formally required of them (Katz, 1964), and led to the study of voluntary efforts to benefit coworkers and the organization. The focus of this research was thus consistent with, and supportive of, the eudemonic assumption of POS, given that citizenship behaviors were defined as benefiting others while providing no formal reward to the individual engaged in them (Smith et al., 1983).

Organization Development

Organization development (OD) provides a series of techniques for changing and enhancing organizational functioning (Cummings and Worley, 2005) and is thus concerned with many of the same matters as POS. Of particular importance to POS is the OD approach known as Appreciative Inquiry, originated by Cooperrider and Srivastava (Cooperrider *et al.*, 2000). Appreciative Inquiry is a technique for guiding organizational change based on previous successes and peak performance. In Appreciative Inquiry, designing a future state based on the best of the past serves as a source of learning and power for future organizational growth (Cooperrider and Whitney, 2005). Formal research on the effects and contingencies of Appreciative Inquiry is limited as yet (see Burke, 2001), but the approach is widely employed among OD practitioners.

Corporate Social Performance

Federal governments and international bodies have urged large organizations to assist in promoting social welfare (e.g., OECD, 2000), although opinions about doing so remain divided. While this debate about the social responsibilities of corporations predates the discipline of organization studies (e.g., Berle, 1932; Dodd, 1932), corporate social performance has become an active research literature among organization scientists. Margolis and Walsh (2003) identified 127 studies of the relationship between companies' social and financial performance. Similarly, stakeholder theories of organization examine the potential social benefits that large organizations can produce (Donaldson and Preston, 1995; Hoffman, 1996; Morris, 1997).

Assumptions Inherent in Positive Organizational Scholarship

Before examining what POS has accomplished, an important point about initial assumptions should be addressed. POS is premised on the belief that 'the desire to improve the human condition is universal and the capacity to do so is latent in most systems' (Cameron *et al.*, 2003a: 10). Like the humanism movement in psychology (Maslow, 1968; Rogers, 1980), POS takes it as given that individuals and their institutions are inherently eudemonic, that they seek goodness for its intrinsic value (Dutton and Sonenshein, 2007). This can be contrasted with other initial assumptions, such as the Freudian view of humanity's conflicted nature (Freud, 1938) or Hobbes' (1651) belief in humanity's essential brutishness. Postmodern assumptions about the subjectivity of experience also disagree with the humanism of POS, since postmodern views tend to reject the existence of any universal aspect of human nature (e.g., Giddens, 1979; Scheurich, 1997). This issue of initial assumptions is important, because all argumentation depends on beginning from some fixed point of first principle. An assumption of one kind or another is inevitable, and what follows from it only makes sense in the context of that assumption. Since POS begins with the assumption that individuals are inherently driven to seek that which is positive, most of its claims depend upon the truth of that assumption.

The logic for grounding POS in the eudemonic assumption was based on the heliotropic effect (Cooperrider, 2000). Heliotropism is defined as the tendency of living systems to seek that which is life-giving and to avoid that which is life-depleting. This effect is shown when organisms

move away from darkness toward light or positive energy (e.g., a plant bending toward the sun). Evidence that living systems have an inherent inclination toward positive energy and disinclination toward negative energy has been observed in a variety of disciplines, including the social and biological sciences.

In the social sciences, numerous instances have been found where individuals show a preference for positiveness. For example, it has been found that people are more accurate in learning and remembering positive terms than neutral or negative terms (Matlin, 1970; Kunz, 1974), and that they are more accurate in recalling positive stimuli (Thompson, 1930; Akhtar, 1968; Rychlak, 1977). In free association tasks, people tend to respond with positive rather than negative words (Wilson and Becknell, 1961; Silverstein and Dienstbier, 1968), and positive items take precedence when people make lists (Matlin *et al*., 1979). People more frequently recall positive life experiences than neutral or negative ones, and they mentally rehearse positive items more than negative items (Meltzer, 1930; Stang, 1975). People seek out positive stimuli and avoid negative stimuli (Luborsky et al., 1963; Day, 1966). Moreover, when people see positive and neutral stimuli equally often, they report that the positive stimuli are more frequent (Matlin and Stang, 1975; Stang, 1975). Positive stimuli are judged to be larger in size than negative or neutral stimuli (Stayton and Wiener, 1961). Over time positive memories replace negative memories, and negative memories diminish (Holmes, 1970; Yarrow et al., 1970).

A similar positive bias is found in language. Positive words have higher frequencies in most languages, including English, French, German, Spanish, Chinese, Urdu [India and Pakistan], Russian, Italian, Dutch, Belgian Flemish, Iranian Farsi, Mexican Spanish, Swedish, Turkish, and Serbo-Croatian. A preponderance of positive words is present in all types of literature, in formal and informal language, in written and spoken communication, and among both adults and children (Boucher and Osgood, 1969; Matlin and Stang, 1978). It has also be shown that positive words typically enter English usage more than 150 years before their negative opposites, so that people were 'better' before they were 'worse,' and 'clean' before they were 'dirty' (Mann, 1968; Zajonc, 1968; Boucher and Osgood, 1969; Matlin and Stang, 1978). Osgood and Richards concluded that: 'It would appear that from time immemorial humans have been differentially reinforced for strength (rather than weakness), for activity (rather than passivity), … that humans have found believing more reinforcing than doubting, certainty more than uncertainty, plentitude more than scarcity, asserting more than denying - and congruity … more than incongruity' (1973: 410).

There is equally diverse evidence of heliotropism in the biological sciences. The basis of evolution is heliotropic, that organisms persist to the extent that they acquire life-giving resources, processes, and attributes (Smith, 1993). Experiments with a range of life forms, from bacteria to mammals, find that living organisms possess an inclination toward heliotropism (e.g., Smith and Baker, 1960; D'Amato and Jagoda, 1962; Mrosovsky and Kingsmill, 1985). Photosynthesis - the molecular process of using the sun's energy to create oxygen and biological energy - also illustrates the relationship between positive energy, in the form of light, and life-giving processes (Blankenship, 2002).

For the purposes of this chapter, the heliotropic effect was accepted. The approach taken below is to allow the assumption that human beings are naturally inclined toward positiveness, so as to

take stock of POS on its own terms. However, to the extent that one believes some other initial assumption is more appropriate, he or she will view POS as inherently flawed because it begins from a 'mistaken' assumption. It is beyond the scope and concerns of this chapter to debate the relative merits of one initial assumption over another, but this issue has been discussed elsewhere (Fineman, 2006; Roberts, 2006).

Positive Organizational Scholarship: Research

As noted earlier, this chapter focuses on the empirical accomplishments of POS, so only research articles are reviewed here. Others have reviewed the theoretical basis of POS (Dutton and Glynn, 2007; Dutton and Sonenshein, 2007). Furthermore, this chapter reviews only articles that could be objectively classified as 'self-identified' POS research. In March 2007, a three-part search for POS articles was conducted, including: articles listed on the web page of the Center for Positive Organizational Scholarship (http://www.bus.umich.edu/Positive), an ISI Web of Knowledge search for works citing the three published statements of POS (Cameron et al., 2003b; Cameron and Caza, 2004; Roberts, 2006); and a search of both the PsycINFO and Proquest databases using variations of the term 'positive organization' in the years 2003 to 2007. The search identified 21 articles that reported research which was explicitly aligned with the POS perspective (see Table 1). These are discussed below, in six themes.

Table 1. Summary of POS research articles

Article	Relevant findings
Andersson et al., 2007	Given hope, gratitude increases organizational concern for social issues
Avey et a., 2006	Psychological capital reduces absenteeism
Bono and Illies, 2006	Positive emotion is a source of charismatic leadership
Bright et al., 2006	Leadership responsibility increases organizational virtue; organizational virtue buffers against the negative effects of downsizing
Britt et al., 2007	Morale is distinct from depression; meaningful work fosters morale
Cameron et al., 2004	Organizational virtue improves organizational performance
Duchon and Plowman, 2005	Unit spirituality leads to greater customer satisfaction
Dutton et al., 2006	Traditional organizational systems can be redirected to organize and support expressions of compassion
Ellis et al., 2006	Failure teaches more than success
Fry et al., 2005	Leader spirituality increases follower well-being, commitment, and productivity
Giacalone et al., 2005	Virtuous consumers are more concerned with the social performance of organizations
Gittell et al., 2006	Positive relations improve organizational performance
Kellet et al., 2006	Empathy is a source of leadership ability
Losada and Heaphy, 2004	Positive communication creates interpersonal connection, leading to better group performance
Luthans and Jensen, 2005	Psychological capital increases commitment to the organization
Luthans et al., 2005	Psychological capital improves individual performance
O'Donohoe and Turley, 2006	Organizational compassion leads to more care for customers
Peterson and Luthans, 2003	Leader hope increases profit, retention, and satisfaction
Pittinsky and Shih, 2004	Career mobility does not reduce commitment to the organization
Verbeke et al., 2004	Pride can benefit individual performance
Wooten and Crane, 2004	Valuing relationships improves unit performance

However, before proceeding, it should be noted that the list in Table 1 is potentially controversial. It includes work by researchers who are not otherwise affiliated with POS, and excludes work by researchers who are closely affiliated. A useful example of the later is a paper by Quinn (2005). This paper uses empirical evidence to advance a model of flow, which is a desirable, high performance work state (Csikszentmihalyi, 1996). The author, Ryan Quinn, is listed as a member of the POS community of scholars (http://www.bus.umich.edu/Positive), and one might reasonably assume that flow is a POS phenomenon, even though it predates POS. However, there is nothing in the article itself which explicitly classifies it as POS research. Unfortunately, while this particular instance seems straightforward, there are many more cases where the decision to include or exclude an article would be highly subjective.

The ideal search criteria would have been either a list of POS phenomena or a concrete definition of 'positiveness.' However, as noted above and discussed below, neither is currently available. As such, we chose conservative, objective search criteria that limited our review to those articles that explicitly connected their research to POS. Therefore, the list in Table 1 should not be construed as a judgment. It simply reflects the belief that it would be inappropriate, and likely misleading, to make a list from our own, inevitably biased, perceptions.

Individual Virtue and Social Concern

A survey study of white-collar workers examined the relationship linking hope, gratitude, and responsibility (Andersson et al., 2007). Hope was defined as a motivational state of felt agency, as the belief that one could achieve a desirable effect. Gratitude was a moral affective state, in which the individual feels motivated toward prosocial behavior, to 'give back' in return for whatever caused the feeling of gratitude. In this study, the researchers found that gratitude led to greater feelings of responsibility for employees and social issues if high hope was present. That is, if individuals felt both grateful and hopeful, then they also felt greater responsibility for other members of the organization and for extra-organizational social matters.

Similar results were shown in two surveys that linked positive psychology character strengths to concern about corporate social performance (Giacalone *et al*., 2005). In the first survey, consumers who scored high on trait-based gratitude and hope were also more concerned that organizations serve multiple purposes so as to benefit society, rather than simply maximizing profits. The second survey linked similar concerns about corporate social performance to the traits of spirituality (transcendent ideals and a desire for meaning in community) and generativity (concern for future generations). Together, these results suggest that individual virtue is an important factor in understanding how individuals judge organizations.

Leadership

There have been several investigations of the role of POS phenomena in explaining leadership. Bono and Ilies (2006) described a series of studies showing that leaders who express more positive emotions engender the same emotions in followers, who then perceive that leader as more charismatic and effective. Similarly, another study found that Army leaders who expressed more vision and love satisfied their followers' needs for the same, fostering greater well-being, commitment, and productivity among followers (Fry *et al*., 2005). In the fast food industry,

leader hope has been linked to follower satisfaction and retention (Peterson and Luthans, 2003). Similarly, a simulation study showed that group members' assessment of an individual's leadership ability was influenced by that individual's displayed level of empathy (Kellett *et al.*, 2006). As a set, these studies indicate that POS phenomena can assist in predicting and explaining effective leadership.

Organizational Virtue

A number of studies have examined virtues as organizational phenomena, with virtue broadly defined as selfless action taken for the sake of others. For example, one study described how members of a business school were able to redirect existing organizational systems to support compassionate responses to individual tragedy (Dutton *et al.*, 2006). Similarly, O'Donohoe and Turley's (2006) interview study of newspaper staff dealing with bereaved clients found the staff engaging in 'philanthropic emotion management,' in which they made personal sacrifices for the sake of grieving clients, even though these sacrifices were neither required nor rewarded by the organization.

There have also been several studies linking virtue to performance. One study within a healthcare network showed how units that were supportive of their members' spirituality produced higher levels of customer satisfaction (Duchon and Plowman, 2005). Another study, among Dutch sales staff, found that pride was a source of self-worth, motivation, creativity, and altruism, and thus led to higher levels of adaptive selling, individual effort, self-efficacy, and citizenship behavior (Verbeke *et al.*, 2004). Consistent with both of these studies, Cameron and colleagues' (2004) report of survey data used organizational forgiveness, trust, optimism, compassion, and integrity to predict measures of innovation, quality, turnover, customer retention, and profitability. In a related paper, Bright and colleagues (2006) found that leaders who took responsibility for the disruptive effects of downsizing received more forgiveness from followers, and this forgiveness reduced the performance losses usually created by downsizing.

One feature that all of these studies have in common is a consideration of the organizational nature of virtue. While it was obviously individuals experiencing or expressing virtuous behavior, these studies suggest that such expressions of virtue have the potential to become collective phenomena. Through emotional contagion, reciprocity, and institutionalization, organizational contexts can potentially engender virtuous behavior in individuals.

Positive Relationships and Performance

Relationships are another important source of potential performance benefits investigated by POS. A study of the airline industry found that carriers with better internal relations showed greater resilience in the post-9/11 economy; airlines with better internal relations had lower costs, fewer layoffs, and quicker recovery to pre-9/11 stock prices (Gittell *et al.*, 2006). Similarly, an ethnographic study of a midwifery practice showed how that practice's emphasis on social relationships and humanistic values benefited patient service and staff development (Wooten and Crane, 2004). And in a study of management teams, Losada and Heaphy (2004) described how the highest performing teams on unit profitability, customer satisfaction, and 360-

degree evaluations were characterized by more positive communication and interpersonal connection among members.

Interestingly, the performance effects observed in all of these studies resulted from combining positive relationships with some other 'non-POS' factor. For example, Gittell and colleagues (2006) found that airlines recovered more quickly when they had positive relations and greater financial resources. Similarly, the successful management teams in Losada and Heaphy (2004) could be identified by their ratio of positive to negative communication. Interactive effects of this sort suggest the need to simultaneously consider both POS and 'non-POS' phenomena in studying organizational behavior.

Psychological Capital

This is a second-order construct comprised of resilience, optimism, self-efficacy, and hope (Luthans *et al*., 2007). Several studies have examined its effects in organizations. One study linked psychological capital to reduced absenteeism, and found it was a better predictor of involuntary absenteeism than job satisfaction or organizational commitment (Avey *et al*., 2006). In another study, nurses' psychological capital predicted their own intentions to stay in their job and their supervisors' ratings of their organizational commitment (Luthans and Jensen, 2005). A third study found that psychological capital predicted supervisory ratings of worker performance (Luthans *et al*., 2005). As such, the positive individual state of psychological capital has been linked to improved health, motivation, commitment, and performance, suggesting its potentially broad importance in understanding organizational behavior.

Absence of Negativity

The importance of a POS perspective depends on positive phenomena involving more than the absence of negative ones (Cameron and Caza, 2004; Dutton and Glynn, 2007). If one can achieve POS processes and outcomes simply by eliminating ineffective practices, then there is little that is unique about positiveness. However, if there are important differences between reducing the negative and increasing the positive, then distinct study of positive phenomena is merited (Roberts, 2006).

Britt and colleagues' (2007) results suggest that there is indeed a difference between that which is positive and an absence of that which is negative. Their survey study of soldiers deployed in Kosovo tested the idea that morale, defined as a positive construct of individual motivation and enthusiasm to accomplish the organizational mission, was distinct from depression (Britt *et al*., 2007). The authors challenged the prevailing view that morale and depression were opposing anchors of a single dimension and used their survey results to show that the two were distinct constructs. While both were influenced by individuals' confidence in their leaders, meaningful work was only important to morale, whereas stress was only a predictor of depression. Since morale and depression had different antecedents, they were distinct phenomena, and this implies that positiveness is not simply an absence of negativity.

In a similar vein, Pittinsky and Shih (2004) presented indirect support for the value of a POS perspective. Their survey of Internet and software workers showed that, contrary to traditional

expectations, job change did not reduce commitment to the organization during tenure. In an era of portfolio careers and high organizational mobility, most individuals can expect to work for multiple companies, and this would seem to reduce the potential for commitment to any particular organization, especially in contrast to an individual who has lifetime employment with one organization. However, Pittinsky and Shih (2004) showed that this is not necessarily true, and that commitment was possible even among highly mobile knowledge workers.

However, not all results were so clearly supportive. Ellis and colleagues' (2006) lab study suggested that a positive focus is not helpful for task learning. They used a computer-based business simulation to test the effect of different post-event review strategies. Participants completed the simulation, and then took part in facilitated interventions to help them improve their performance. There were three interventions, one each focusing on successes, failures, or both success and failure. The results from a second round of the simulation showed that those who focused only on success did no better than a control group with no intervention, and that an analysis of failures tended to produce the greatest increase in subsequent performance. These results may raise some questions about success-focused interventions, and certainly serve to emphasize the need to address both positive and negative phenomena in organizations (e.g., Bagozzi, 2003).

Summary

The studies described above include a wide range of methods and contexts, and they cross all levels of analysis. It is therefore clear that POS is not a focused analytic approach in the way that population ecology or network theory are defined approaches. However, there are notable regularities across these studies. One concerns the location of the POS phenomena. Eighteen of the papers used distinctively POS phenomena to explain traditional outcomes, while only six studied specifically POS outcomes. Therefore, although POS has been described as the study of positive enablers, processes, and outcomes, the research conducted thus far has been primarily concerned with using POS to explain familiar, 'non-POS,' outcomes such as profit and retention.

One can also conclude from these studies that there is value in a POS perspective. The evidence reviewed here suggests that positiveness is more than the absence of negativity, and so there is a need to study positiveness as such. At the same time, it seems clear that the ideal approach would be to study relevant positive and negative phenomena simultaneously. It has been shown that, under some conditions, positive phenomena can produce undesirable results (e.g., reduced learning from a focus on success, Ellis *et al*., 2006 or overconfidence resulting from pride, Verbeke *et al*., 2004). Likewise, the benefits of positive behaviors may be contingent on the presence of other behaviors that are more traditionally studied in organization studies, such as morale's dependence on confidence in leadership (Britt *et al*., 2007), or positive relationship benefits depending on adequate financial reserves (Gittell *et al*., 2006).

Positive Organizational Scholarship: Practice

Practicing and applying POS in organizations has taken a variety of forms, including the writing of case studies to document especially positive organizational performance, developing specific tools and techniques for generating positive effects among workers, and designing university

courses and executive education programs centered on POS knowledge. Examples include Hess and Cameron's (2006) case studies of the positive practices used in a variety of organizations. In addition, specific tools and techniques aimed at enhancing positive outcomes for individuals or organizations have been developed, such as the Reflected Best-Self Instrument (Quinn *et al*., 2003; Roberts *et al*., 2007), the Reciprocity Ring (Baker, 2007), Appreciative Inquiry Summits (Cooperrider and Whitney, 2005), and supportive communication techniques (Dutton, 2003a; Cameron, 2007). These tools, and others, are being applied in a variety of organizational settings. Case studies of extraordinary leaders or organizations also have been produced for teaching purposes (e.g., Dutton *et al*., 2002; Baker and Gunderson, 2005; Bek *et al*., 2007). In addition, undergraduate and graduate courses based on POS have been designed and taught in several colleges and universities (syllabi for many of these courses are available from the Center for POS at http://www.bus.umich.edu/Positive).

Relative to this volume of applied work, there has been relatively little formal study of the effect of POS interventions. This is primarily due to the constraints of detecting effects from planned organizational interventions while controlling for possible confounds. Moreover, organization-level interventions have been rarer than individual-level ones. However, some reports have been made, with results suggesting that positivity in practice is associated with higher levels of performance.

For example, Cameron and Lavine (2006) studied the exceptional performance of a company that cleaned up and closed a nuclear production facility 60 years ahead of schedule, $30 billion under budget, and to standards 13 times greater than federally required. This was arguably the most remarkable example of organizational success in recent memory. More than three million square feet of buildings had to be decontaminated and removed, over 100 tons of plutonium residues had to be neutralized and disposed of, and numerous protesters had to be converted into supporters and advocates. During the cleanup, union members were motivated to work themselves out of a job as quickly as possible, an approach contradictory to traditional union priorities, while maintaining levels of morale and safety that exceeded industry averages by a factor of two. Cameron and Lavine (2006) explained this remarkable performance as a product of 21 different positive organizational practices.

Another intervention study was reported in which two different organizations which had been suffering through periods of downsizing and deteriorating performance each implemented a new change agenda grounded in POS practices. In both of these organizations performance improvements were significant, and employees attributed the success to the implementation of POS principles (Cameron, 2003). Of course, causality could not be determined in either of these two organizations because data were collected after the turnaround had begun to occur.

In contrast to the limited study of organization-level practice, there has been more extensive study of positively oriented interventions at the individual level, largely as a result of positive psychology (e.g., Seligman *et al*., 2005). However, because the emphasis here is on POS, only those individual interventions with a specifically organizational focus are considered. One example is work by Grant and associates (2007) that found that the perceived meaningfulness of work could be enhanced by personal interaction. Workers who had direct contact with the beneficiaries of their work subsequently displayed more task persistence. These workers also had

significantly greater productivity in routine tasks, producing more than one and a half times the output of those who did not have contact with beneficiaries.

Baker, Cross, and Wooten (2003) discovered that 'positive energizers' (individuals who uplift and boost others) had higher performance than 'negative energizers' (people who deplete the good feelings and enthusiasm of others). In fact, individuals who provided positive energy to many people were four times more likely to succeed than individuals who were at the center of information or influence networks. Moreover, the performance enhancement associated with positive energy was also conveyed to those interacting with the energizer. Baker, Cross, and Parker (2004) further reported that high performing organizations have three times as many positive energizers as average organizations. Because positive energy is not a personality trait, but rather a behavioral attribute, training in the enhancement of positive energy was reported to be part of an intervention agenda in some of these organizations.

The strengths-based research of the Gallup Organization has also led to a number of organizational training activities. Reports from this training suggest that identifying employee strengths and then providing the opportunity to use those strengths produces significant performance enhancements. For example, managers who spent more time with their strongest performers, as compared to spending it with their weakest performers, achieved double productivity in their units. Likewise, in organizations where workers were given a chance each day to do what they do best, productivity was one and a half times greater than in the typical organization (Clifton and Harter, 2003).

Taken together, these examples provide some support for the benefits of POS-related practices in real-world work settings. As yet, not enough is known to draw firm conclusions regarding the what, how, or when of such interventions, but there is suggestive evidence that practices based on POS can benefit individuals and organizations. Thus, in addition to the personal benefit, there may be organizational reasons to enhance virtues such as gratitude, foster positive energy, increase work meaningfulness, and build on individual strengths.

Challenges and Opportunities

The most fundamental challenge to POS is clearly whether (or when) its fundamental humanistic assumption is appropriate. As noted earlier, Fineman (2006) provides a cogent discussion on this topic, so it will not be duplicated here. However, even when one accepts the starting premise of POS, a number of important challenges and opportunities remain. These are discussed below.

Clarifying 'Positive'

As noted at the outset, POS has yet to offer a definitive statement about what constitutes positiveness in organizations. The language used often implies that there is some universal standard by which positiveness can be judged, but that standard has yet to be specified (e.g., Cameron *et al*., 2003a; Cameron and Caza, 2004). Most likely there is no easy resolution to this matter, as shown by the challenges of definition faced in other fields. Biologists, engaged in the study of life, do not have a universally accepted definition of life, and most of their proposed definitions involve outcomes rather than independent criteria (e.g., it is alive if it metabolizes,

reproduces, and adapts). Similarly, Justice Stewart's (Jacobellis v. Ohio 1964) famous remarks about not being able to define pornography, but knowing it when he saw it, suggest that recognizing a phenomenon and succinctly defining it are very different endeavors (also see Dutton, 2003b).

At present, consistent with the humanism at the heart of POS, it seems to be assumed that enabling the inherently eudemonic nature of individuals and their organizations will lead to positive behavior, create positive dynamics, and produce positive results. Unfortunately, the empirical evidence suggests more complex relationships. Positive emotions can produce negative behaviors (Verbeke *et al.*, 2004), negative emotions can produce positive behaviors (Bagozzi, 2003), and positive behaviors may produce negative results (Lee *et al.*, 2003; Ellis *et al.*, 2006). Given this, one has to wonder what ultimately counts as positive. If a cause or process is only labeled positive when it produces a positive result, then the definition threatens to become circular or meaningless. For example, if it is true that positive phenomena rarely arise from blissful or tranquil circumstances (Cameron and Caza, 2004), then discord and turmoil play a crucial role in generating positive phenomena. Given this, if a positive process is defined by its positive product, then discord and turmoil would be positive enablers.

There seem to be at least two possible responses to the challenge of defining positiveness. One would be adopting some prescriptive norm of positiveness. Some POS researchers seem inclined in this direction (e.g., Spreitzer and Sonenshein, 2003), and this is the solution used by positive psychology. Although there is some debate about specifics (e.g., Beutler and Malik, 2002), the *Diagnostic and Statistical Manual of Mental Disorders* (American Psychiatric Association, 1994) provides a broadly accepted description of normal psychology. As such, it is straightforward for psychologists to define negative as worse than normal and positive as better than normal. One option for POS is to develop a comparable standard to serve as the basis for judgments of positiveness. The other option would be more contingent, requiring specification of the factors and processes that condition the local meaning of positiveness (e.g., Bagozzi, 2003; Lee *et al.*, 2003). Whichever solution is adopted, clarity about positiveness seems crucial to the continued development and coherence of POS as a perspective.

Positive-Negative Interactions

It has been noted that the most dramatic examples of positive outcomes are observed amidst poor conditions (Cameron and Caza, 2004). Moreover, it is intuitively obvious that some positive behaviors require negative conditions. There is no need for forgiveness without offense and resilience is meaningless without hardship. Consistent with this, statements of POS stress the intent to counter an undue emphasis on negative phenomena, but not to call for an end to such study (Cameron *et al.*, 2003a; Dutton and Glynn, 2007; also see Luthans and Youssef, 2007). Nonetheless, the excitement generated by POS has the potential to lead to over-correction, and the failure to consider the role of non-positive phenomena (e.g., Bono and Ilies, 2006). Such over-correction should be avoided, as behavior in organizations is complex and reliably multi-causal (Mohr, 1982). The full insight of the POS perspective can likely only be realized in interaction with non-positive phenomena, as shown by the results reviewed earlier. Consider, for example, that pride can produce positive and negative outcomes simultaneously (Verbeke et al., 2004), and that group performance is explained by the ratio of positive to negative

communication (Losada and Heaphy, 2004). As these examples show, organizational behavior may be best understood by addressing all relevant phenomena, whether positive or not.

Integration

One of the early concerns raised about POS was construct proliferation (George, 2004). This concern is an instance of a more general issue facing POS, one which is both a challenge and an opportunity, and that is the integration of POS research. Even just within POS, there are exciting possibilities for integration. For example, the study described above by Ellis and colleagues (2006) found that focusing only on success produced little improvement in subsequent task performance. This seems to suggest that focusing on failures is the best way to learn from experience. However, one may interpret these results differently in light of the findings in Losada and Heaphy (2004). This latter study found that management teams were most successful when their communication consisted of approximately 85% positive comments and 15% negative comments. As such, one wonders if the best post-event learning strategy might not require finding the optimal ratio in which to focus on success and failure. More generally, this example shows the potential benefit of tighter integration within POS research. The excitement of a new perspective may create a heady, open frontier feeling, but it seems that theory would advance more quickly with closer connection between studies.

Of course, the benefits of integration with the larger field of organization studies are of the same sort, only many times greater (see Dutton and Glynn, 2007). POS faces the need to carefully link its new constructs to relevant existing ones. The work on leadership offers an easy example, where the findings about emotion and mood (e.g., Peterson and Luthans, 2003; Kellett *et al.*, 2006) seem quite consistent with pre-existing treatments of leadership (e.g., Pescosolido, 2002). Similarly, there would seem to be natural affinities between the POS work on how virtues influence expectations of corporate social performance (e.g., Giacalone *et al.*, 2005; Andersson *et al.*, 2007) and the existing work on how corporate reputation influences individuals (e.g., Fombrun and Shanley, 1990; Turban and Greening, 1997; Albinger and Freeman, 2000). Such integration will also be important for establishing the discriminant validity of POS constructs. While there is evidence that hope and self-efficacy are distinct, despite their apparent similarity (Magaletta and Oliver, 1999), many other POS constructs have yet to have their independence verified.

Cultural Specificity

POS has been promoted, and primarily studied, in developed Western cultural settings. However, given the POS assumption that all individuals share an inherent desire for that which is positive, comparative cross-cultural research seems essential.

For example, comparative anthropologists have shown that nearly all human societies have some form of incest taboo (Wolf and Durham, 2005), experimental psychologists have shown that the fear of snakes and spiders is a universal human trait (Ohman *et al.*, 2001), and positive psychologists have found evidence of shared values in world religious traditions (Dahsgaard *et al.*, 2005). Demonstrating similarly wide-ranging findings would greatly bolster POS claims about universal drives. Without such evidence, any particular researcher's description of a

positive behavior or outcome is subject to criticisms of being culture-bound, or even hegemonic (e.g., Fineman, 2006). Moreover, exploring the dynamics of positive organizing in other cultures would serve to enhance the underlying theory as refinements would surely be required to correct the cultural idiosyncrasies unconsciously included in the initial theory.

Psychological capital provides an illustrative example of this potential (also see Schaufeli *et al*., 2006). When researchers tested the four-part construct of psychological capital in China, they found that only three of the four components were relevant. Resilience, optimism, and hope were measured as usual, but self-efficacy was dropped from the analysis (Luthans *et al*., 2005). Although the authors did not explain this omission, it presumably reflects the unique nature of American self-concepts. Kitayama and colleagues (1997) found that American self-esteem benefited from positive feedback, whereas the absence of negative feedback was more beneficial to Japanese self-esteem. If the same is true in China, then it is not surprising that the American notion of positive self-efficacy was uninformative when applied to Chinese workers. Moreover, since the three-part measure of psychological capital had the predicted relationship with performance, it suggests that self-efficacy may be ancillary to the core construct. Self-efficacy may be highly correlated with psychological capital in America, but not in other cultures. As this example shows, POS needs cross-cultural research, both to buttress its claims of universality and to refine its theory.

Other Boundary Conditions

Cultural specificity is only one example of potential boundary conditions relevant to POS. The importance of boundary conditions is clearly recognized in most theoretical treatments of POS. However, relatively little research effort has been directed to such issues as yet, though some interesting possibilities have been identified. For example, Andersson and colleagues (2007) found that hope and gratitude predicted concern for employees and social problems, but not for economic, safety, or financial issues. Understanding why would surely enrich theories of hope and gratitude. An important direction for POS will thus be defining boundary conditions, and particularly why positive phenomena are so rare.

The issue of rarity is also important because it raises a potential paradox at the heart of the POS perspective. When thinking about positive phenomena, one may reasonably ask whether the positiveness derives from the activity or its rarity. In other words, is an exceptional behavior positive because it produces a desirable outcome, or because it produces a desirable outcome that is also rare? Most discussions have described POS as the study of positive deviance, as the study of that which is both positive and exceptional (Cameron *et al*., 2003a; Peterson and Seligman, 2003; Cameron and Caza, 2004; Dutton and Sonenshein, 2007). Given this, suppose that an intervention succeeded in making a positive behavior commonplace. Would that behavior stop being relevant to the concerns of POS? If anyone could do it, would it still be positive? Of course, this returns to the issue of defining positiveness, and thus underscores how fundamental that issue is for the advancement of POS (also see Weick, 2003).

POS outcomes

As noted in the literature review, most research attention has been devoted to understanding how POS phenomena produce familiar outcomes such as profit and retention. This is presumably to be expected, as the new perspective seeks to establish its validity within the larger field. However, it may be that POS can make its most important contributions by offering alternatives to the familiar outcomes. Given growing public concern about the social role of large organizations (Mitchell, 2001; Margolis and Walsh, 2003), POS may be ideally positioned to contribute to this discussion by suggesting precisely what organizations should be concerned with, in addition to profit and retention (e.g., Dutton *et al*., 2006).

In concluding this chapter, it is worth noting that the discussion thus far has omitted what may be the most important accomplishment of POS, both in practice and research: excitement. In its first four years, POS has generated books, articles, presentations, cases, workshops, undergraduate and graduate curricula, corporate programs, and dedicated research centers. Moreover, anecdotal evidence indicates that many of those involved in POS derive great motivation and satisfaction from it (e.g., Luthans, 2002; Bernstein, 2003; Dutton, 2003b). For these reasons, it seems wise to remain conscious of the tension between the specificity demands of theoretical precision and the openness that allows the widest range of inclusion and discovery.

Acknowledgement

References

Akhtar, M. 'Affect and memory: An experimental note' *Pakistan Journal of Psychology* 1 25–27. (1968)

Albinger, H. S. Freeman, S. J. 'Corporate social performance and attractiveness as an employer to different job seeking populations' *Journal of Business Ethics* 28(3) 243–253. (2000)

American Psychiatric Association (1994) Diagnostic and Statistical Manual of Mental Disorders, 4th edn. Washington, DC: American Psychiatric Association.

Andersson, L. M. Giacalone, R. A. Jurkiewicz, C. L. 'On the relationship of hope and gratitude to corporate social responsibility' *Journal of Business Ethics* 70 401–409.(2007)

Avey, J. B. Patera, J. K. West, B. J. 'The implications of positive psychological capital on employee absenteeism' *Journal of Leadership and Organizational Studies* 13(2) 42–60. (2006)

Bagozzi, R. P. (2003) 'Positive and negative emotions in organizations', in K. S. Cameron, J. E. Dutton and R. E. Quinn (eds) Positive Organizational Scholarship: Foundations of a New Discipline. San Francisco, CA: Berrett-Koehler Publishers Inc., pp. 176–193.

Baker, W. (2007) The Reciprocity Ring. University of Michigan: Center for Positive Organizational Scholarship.

Baker, W. and Gunderson, R. (2005) Zingerman's Community of Businesses. University of Michigan: Center for Positive Organizational Scholarship.

Baker, W. Cross, R. Parker, A. 'What creates energy in organizations?' *Sloan Management Review* 44 51–56. (2004)

Baker, W., Cross, R. and Wooten, M. (2003) 'Positive organizational network analysis and energizing relationships', in K. S. Cameron, J. E. Dutton and R. E. Quinn (eds) Positive Organizational Scholarship: Foundations of a New Discipline. San Francisco, CA: Berrett-Koehler Publishers Inc., pp. 328–342.

Bek, J., Benedetto, K., Feldman, E., Goldenberg, S., Jaffe, A., Lavery, B., Martin, C., Waller, A., Dutton, J. E., Grant, A. M. and Russo, B. (2007) A Foundation of Giving: How One Company Cares for Its Employees. University of Michigan: Center for Positive Organizational Scholarship.

Berle, A. A. J. 'Corporate powers as powers in trust' *Harvard Law Review* 45(6) 1049–1074. (1932)

Bernstein, S. D. 'Positive organizational scholarship: Meet the movement: An interview with Kim Cameron, Jane Dutton, and Robert Quinn' *Journal of Management Inquiry* 12(3) 266–271. (2003)

Beutler, L. E. and Malik, M. L. (eds) (2002) Rethinking the DSM: A Psychological Perspective. Washington, DC: American Psychological Association.

Blankenship, R. E. (2002) Molecular Mechanisms of Photosynthesis. London: Blackwell.

Bono, J. E. Ilies, R. 'Charisma, positive emotion and mood contagion' *Leadership Quarterly* 17 317–334. (2006)

Boucher, J. Osgood, C. E. 'The Pollyanna hypothesis' *Journal of Verbal Learning and Verbal Behavior* 81–8. (1969)

Bright, D. Cameron, K. S. Caza, A. 'The ethos of virtuousness in downsized organizations' *Journal of Business Ethics* 64(3) 249–269. (2006)

Britt, T. W. Dickinson, J. M. Moore, D. Castro, C. A. Adler, A. B. 'Correlates and consequences of moral versus depression under stressful conditions' *Journal of Occupational Health Psychology* 12(1) 34–47. (2007)

Burke, R. M. (2001) Appreciative Inquiry: A Literature Review. Appreciative Inquiry Commons Working Paper.

Cameron, K. S. (2003) 'Organizational virtuousness and performance', in K. S. Cameron, J. E. Dutton, and R. E. Quinn (eds) Positive Organizational Scholarship: Foundations of a New Discipline. San Francisco, CA: Berrett-Koehler Publishers Inc., pp. 48–65.

Cameron, K. S. (2007) 'Building relationships by communicating supportively', in D. A. Whetten and K. S. Cameron (eds) Developing Management Skills. Upper Saddle River, NJ: Prentice Hall, pp. 229–272.

Cameron, K. S. Caza, A. 'Organizational and leadership virtues and the role of forgiveness' *Journal of Leadership and Organizational Studies* 9(1) 33–48. (2002)

Cameron, K. S. Caza, A. 'Contributions to the discipline of positive organizational scholarship' *American Behavioral Scientist* 47(6) 731–739. (2004)

Cameron, K. S. and Lavine, M. (2006) Making the Impossible Possible. San Francisco, CA: Berrett-Koehler.

Cameron, K. S. Bright, D. Caza, A. 'Exploring the relationships between organizational virtuousness and performance' *American Behavioral Scientist* 47(6) 766–790. (2004)

Cameron, K. S., Dutton, J. E. and Quinn, R. E. (2003a) 'Foundations of positive organizational scholarship', in K. S. Cameron, J. E. Dutton and R. E. Quinn (eds) Positive Organizational Scholarship: Foundations of a New Discipline. San Francisco, CA: Berrett-Koehler Publishers Inc., pp. 3–13.

Cameron, K. S., Dutton, J. E. and Quinn, R. E. (eds) (2003b) Positive Organizational Scholarship: Foundations of a New Discipline. San Francisco, CA: Berrett-Koehler Publishers Inc.

Caza, B. B. Caza, A. 'Positive organizational scholarship: A critical theory approach' *Journal of Management Inquiry* 17(1) 21–33. (2008)

Clifton, D. O. and Harter, J. K. (2003) 'Investing in strengths', in K. S. Cameron, J. E. Dutton and R. E. Quinn (eds) Positive Organizational Scholarship: Foundations of a New Discipline. San Francisco, CA: Berrett-Koehler Publishers Inc., pp. 111–121.

Cooperrider, D. L. (2000) 'Positive image, positive action: The affirmative bias of organizing', in D. L. Cooperrider, P. F. Sorenson, D. Whitney and T. F. Yeager (eds) Appreciative Inquiry. Champaign, IL: Stipes, pp. 29–53.

Cooperrider, D. L. and Whitney, D. (2005) Appreciative Inquiry: A Positive Revolution in Change. San Francisco, CA: Berrett-Koehler Publishers, Inc.

Cooperrider, D. L., Sorenson, P. F., Whitney, D. and Yeager, T. F. (eds) (2000) Appreciative Inquiry. Champaign, IL: Stipes.

Csikszentmihalyi, M. (1996) Creativity: Flow and the Psychology of Discovery and Invention. New York: Harper Collins.

Cummings, T. G. and Worley, C. G. (2005) Organization Development and Change, 8th edn. Mason, OH: Thomson South-Western.

D'Amato, M. R. Jagoda, H. 'Effect of early exposure to photic stimulation on brightness discrimination and exploratory behavior' *Journal of Genetic Psychology* 101(2) 267–271. (1962)

Dahsgaard, K. Peterson, C. Seligman, M. E. P. 'Shared virtue: The convergence of valued human strengths across culture and history' *Review of General Psychology* 9(3) 203–213. (2005)

Day, H. 'Looking time as a function of stimulus variables and individual differences' *Perceptual and Motor Skills* 22 423–428. (1966)

Dodd, E. M. J. 'For whom are corporate managers trustees?' *Harvard Law Review* 45(7) 1145–1163. (1932)

Donaldson, T. Preston, L. E. 'The stakeholder theory of the corporation: Concepts, evidence, and implications' *Academy of Management Review* 20(1) 65–91. (1995)

Duchon, D. Plowman, D. A. 'Nurturing the spirit at work: Impact on work unit performance' *Leadership Quarterly* 16 807–833. (2005)

Durlak, J. A. Wells, A. M. 'Primary prevention programs for children and adolescents: A metaanalytic review' *American Journal of Community Psychology* 25 115–152. (1997)

Dutton, J. E. (2003a) Energizing Your Workplace: Building and Sustaining High Quality Relationships at Work. San Francisco: Jossey-Bass.

Dutton, J. E. 'Breathing life into organizational studies' *Journal of Management Inquiry* 12(1) 5–19. (2003b)

Dutton, J. E. and Glynn, M. (2007) 'Positive organizational scholarship', in C. Cooper and J. Barling (eds) Handbook of Organizational Behavior. Thousand Oaks, CA: Sage

Dutton, J. E. and Sonenshein, S. (2007) 'Positive organizational scholarship', in S. Lopez, and A. Beauchamps (eds) Encyclopedia of Positive Psychology. Malden, MA: Blackwell Publishing

Dutton, J. E., Quinn, R. and Pasick, R. (2002) The Heart of Reuters. University of Michigan: Center for Positive Organizational Scholarship.

Dutton, J. E. Worline, M. C. Frost, P. J. Lilius, J. 'Explaining compassion organizing' *Administrative Science Quarterly* 51(1) 59–96. (2006)

Ellis, S. Mendel, R. Nir, M. 'Learning from successful and failed experience: The moderating role of kind after-event review' *Journal of Applied Psychology* 91(3) 669–680. (2006)

Fineman, S. 'On being positive: Concerns and counterpoints' *Academy of Management Review* 31(2) 270–291. (2006)

Fombrun, C. Shanley, M. 'What's in a name? Reputation building and corporate strategy' *Academy of Management Journal* 33(2) 233–258. (1990)

Freud, S. (1938) The Basic Writing of Sigmund Freud, translated by A. A. Brill. New York: Modern Library.

Fry, L. W. Vitucci, S. Cedillo, M. 'Spiritual leadership and army transformation: Theory, measurement, and establishing a baseline' *Leadership Quarterly* 16 835–862. (2005)

George, J. M. 'Book review of 'positive organizational scholarship: Foundations of a new discipline' *Administrative Science Quarterly* 49(2) 325–330. (2004)

Giacalone, R. A. Paul, K. Jurkiewicz, C. L. 'A preliminary investigation into the role of positive psychology in consumer sensitivity to corporate social performance' *Journal of Business Ethics* 58 295–305. (2005)

Giddens, A. (1979) Central Problems in Social Theory: Action, Structure, and Contradiction in Social Analysis. Berkeley, CA: University of California Press.

Gittell, J. H. Cameron, K. Lim, S. Rivas, V. 'Relationships, layoffs, and organizational resilience: Airline industry responses to September 11' *Journal of Applied Behavioral Science* 42(3) 300–329. (2006)

Grant, A. M. Campbell, E. M. Chen, G. Cottone, K. Lapedis, D. Lee, K. 'Impact and the art of motivation maintenance: The effects of contact with beneficiaries on persistent behavior' *Organizational Behavior and Decision Processes* 103(1) 53–67. (2007)

Hess, E. D. and Cameron, K. S.(2006)Leading with Values: Positivity, Virtue, and High Performance. Cambridge: Cambridge University Press.

Hobbes, T. (1651) Leviathan: The Matter, Forme, and Power of a Common-wealth Ecclesiasticall and Civill. London: Andrew Crooke.

Hoffman, A. J.'A strategic response to investor activism' *Sloan Management Review* Winter 51–64. (1996)

Holmes, D. S. 'Differential change in affective intensity and the forgetting of unpleasant personal experiences' *Journal of Personality and Social Psychology* 15 234–239. (1970)

Ilies, R. Nahrgang, J. D. Morgeson, F. O. 'Leader-member exchange and citizenship behaviors: A meta-analysis' *Journal of Applied Psychology* 92(1) 269–277. (2007)

Jahoda, M. (1958) Current Concepts of Positive Mental Health. New York: Basic Books.

Katz, D. 'The motivational basis of organizational behavior' *Behavioral Science* 9 131–133. (1964)

Kellett, J. B. Humphrey, R. H. Sleeth, R. G. 'Empathy and the emergence of task and relations leaders' *Leadership Quarterly* 17 146–162. (2006)

Kitayama, S. Markus, H. R. Matsumoto, H. Norasakkunkit, V. 'Individual and collective processes in the construction of self: Self-enhancement in the United States and self-criticism in Japan' *Journal of Personality and Social Psychology* 72 1245–1267. (1997)

Kunz, D. 'Response faults on word association as a function of associative difficulty and of affective connotation of the words' *Journal of Consulting and Clinical Psychology* 42 231–235. (1974)

Lee, F., Caza, A., Edmondson, A. C. and Thomke, S. (2003) 'New knowledge creation in organizations', in K. S. Cameron, J. E. Dutton and R. E. Quinn (eds) Positive Organizational Scholarship: Foundations of a New Discipline. San Francisco, CA: Berrett-Koehler Publishers Inc., pp. 194–206.

Losada, M. Heaphy, E. D. 'The role of positivity and connectivity in the performance of business teams' *American Behavioral Scientist* 47(6) 740–765. (2004)

Luborsky, L. Blinder, B. Mackworth, N. 'Eye fixation and recall of pictures as a function of GSR responsivity' *Perceptual and Motor Skills* 16 469–483. (1963)

Luthans, F. 'The need for and meaning of positive organizational behavior' *Journal of Organizational Behavior* 23 695–706. (2002)

Luthans, F. and Avolio, B. (2003) 'Authentic leadership development', in K. S. Cameron, J. E. Dutton and R. E. Quinn (eds) Positive Organizational Scholarship: Foundations of a New Discipline. San Francisco, CA: Berrett-Koehler Publishers Inc., pp. 241–258.

Luthans, F.Y oussef, C. M. 'Emerging positive organizational behavior' *Journal of Management* 33(3) 321–349. (2007)

Luthans, F. Avey, J. B. Avolio, B. J. Norman, S. M. Combs, G. M. 'Psychological capital development: Toward a micro-intervention' *Journal of Organizational Behavior* 27 387–393. (2006)

Luthans, F. Avolio, B. J. Walumbwa, F. O. Li, W. 'The psychological capital of Chinese workers: Exploring the relationship with performance' *Management and Organization Review* 1(2) 249–271. (2005)

Luthans, F., Youssef, C. M. and Avolio, B. J. (2007) Psychological Capital. Oxford: Oxford University Press.

Luthans, K. W. Jensen, S. M. 'The linkage between psychological capital and commitment to organizational mission: A study of nurses' *Journal of Nursing Administration* 35(6) 304–310. (2005)

Magaletta, P. R. Oliver, J. M. 'The hope construct, will and ways: Their relations with self-efficacy, optimism, and well-being' *Journal of Clinical Psychology* 55 539–551.(1999)

Mann, J. W. 'Defining the unfavorable by denial' *Journal of Verbal Learning and Verbal Behavior* 7 760–766. (1968)

Margolis, J. D. Walsh, J. P. 'Misery loves companies: Rethinking social initiatives by business' *Administrative Science Quarterly* 48 268–305. (2003)

Maslow, A. (1968) Toward a Psychology of Being. New York: Van Nostrand.

Matlin, M. W. 'Response competition as a mediating factor in frequency-affect relationship' *Journal of Personality and Social Psychology* 16 536–552. (1970)

Matlin, M. W. Stang, D. J. 'Some determinants of word frequency estimates' *Perceptual and Motor Skills* 40 923–929. (1975)

Matlin, M. W. and Stang, D. J.(1978)The Pollyanna Principle: Selectivity in Language, Memory, and Thought. Cambridge, MA: Schenkman Publishing.

Matlin, M. W. Stang, D. J. Gawron, V. J. Freedman, A. Derby, P. L. 'Evaluative meaning as a determinant of spew position' *Journal of General Psychology* 100(1) 3–11. (1979)

Meltzer, H. 'The present status of experimental studies on the relationship of feeling to memory' *Psychological Review* 37 124–139. (1930)

Mitchell, L. E. (2001) Corporate Irresponsibility: America's Newest Export. New Haven, CT: Yale University Press.

Mohr, L. B. (1982) Explaining Organizational Behavior. San Francisco, CA: Jossey-Bass.

Morris, S. A. 'Internal effects of stakeholder management devices' *Journal of Business Ethics* 16(4) 413–424. (1997)

Mrosovsky, N.Kingsmill, S. F.'How turtles find the sea'*Z. Tierpsychology*67237–256.(1985)

O'Donohoe, S. Turley, D. 'Compassion at the counter: Service providers and bereaved consumers' *Human Relations* 59(10) 1429–1448. (2006)

OECD (2000) 'Is there a new economy' Technical report, Organisation for Economic Co-operation and Development, Paris, France.

Ohman, A. Flykt, A. Esteves, F. 'Emotion drives attention: Detecting the snake in the grass' *Journal of Experimental Psychology: General* 130(3) 466–478. (2001)

Osgood, C. E. Richards, M. M. 'From Yang to Yin to and or but' *Language* 49(2) 380–412. (1973)

Pescosolido, A. T. 'Emergent leaders as managers of group emotion' *Leadership Quarterly* 13(5) 583–599. (2002)

Peterson, C. (2006) A Primer in Positive Psychology. New York: Oxford University Press.

Peterson, C. and Seligman, M. E. P. (2003) 'Positive organizational studies: Lessons from positive psychology', in K. S. Cameron, J. E. Dutton, and R. E. Quinn (eds) Positive Organizational Scholarship: Foundations of a New Discipline. San Francisco, CA: Berrett-Koehler Publishers Inc., pp. 14–28.

Peterson, C. and Seligman, M. E. P. (2004) Character Strengths and Virtues: A Handbook and Classification. New York: Oxford University Press.

Peterson, S. J. Luthans, F. 'The positive impact and development of hopeful leaders' *Leadership and Organization Development Journal* 24(1) 26–31. (2003)

Pittinsky, T. L. Shih, M. J. 'Knowledge nomads: Organizational commitment and worker mobility in positive perspective' *American Behavioral Scientist* 46(6) 791–807. (2004)

Podsakoff, P. M. MacKenzie, S. B. Paine, J. B. Bachrach, D. G. 'Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research' *Journal of Management* 26(3) 513–563. (2000)

Quinn, R. E., Dutton, J. E. and Spreitzer, G. M. (2003) Reflected Best Self Exercise. University of Michigan: Center for Positive Organizational Scholarship.

Quinn, R. W. 'Flow in knowledge work: High performance experience in the design of national security technology' *Administrative Science Quarterly* 50(4) 610–641. (2005)

Roberts, L. M. 'Response - Shifting the lens on organizational life: The added value of positive scholarship' *Academy of Management Review* 31(2) 292–305. (2006)

Roberts, L. M., Dutton, J. E. and Spreitzer, G. M. (2007) Bringing My Reflected Best Self to Life. University of Michigan: Center for Positive Organizational Scholarship.

Rogers, C. R. (1980) A Way of Being. Boston, MA: Houghton Mifflin.

Rychlak, J. F. (1977) The Psychology of Rigorous Humanism. New York: Wiley-Interscience.

Schaufeli, W. B. Bakker, A. B. Salanova, M. 'The measurement of work engagement with a short questionnaire: A cross-national study' *Educational and Psychological Measurement* 66(4) 701–716. (2006)

Scheurich, J. J. (1997) Research Method in the Postmodern. Washington, DC: Falmer Press.

Seligman, M. E. P. 'The president's address' *American Psychologist* 54 559–562. (1999)

Seligman, M. E. P. Csikszentmihalyi, M. 'Positive psychology: An introduction' *American Psychologist* 555–14. (2000)

Seligman, M. E. P. Steen, T. A. Park, N. Peterson, C. 'Positive psychology progress: Empirical validation of interventions' *American Psychologist* 60(5) 410–421. (2005)

Silverstein, A. Dienstbier, R. A. 'Rated pleasantness and association value of 101 English nouns' *Journal of Learning and Verbal Behavior* 781–86. (1968)

Smith, C. A. Organ, D. W. Near, J. P. 'Organizational citizenship behavior: Its nature and antecedents' *Journal of Applied Psychology* 68(4) 653–663. (1983)

Smith, J. C. Baker, H. D. 'Conditioning in the horseshoe crab' *Journal of Comparative and Physiological Psychology* 53(3) 279–281. (1960)

Smith, J. M. (1993) The Theory of Evolution (Canto edition). Cambridge: Cambridge University Press.

Snyder, C. R. and Lopez, S. J. (2002) Handbook of Positive Psychology. New York: Oxford University Press.

Spreitzer, G. M. and Sonenshein, S. (2003) 'Positive deviance and extraordinary organizing', in K. S. Cameron, J. E. Dutton and R. E. Quinn (eds) Positive Organizational Scholarship: Foundations of a New Discipline. San Francisco, CA: Berrett-Koehler Publishers Inc., pp. 207–224.

Stang, D. J. 'Student evaluations on twenty-eight social psychological tests '*Teaching of Psychology* 212–15. (1975)

Stayton, S. E. Wiener, M. 'Value, magnitude, and accentuation' *Journal of Applied Psychology* 62 145–147. (1961)

Thompson, R. H. 'An experimental study of memory as influenced by feeling tone' *Journal of Experimental Psychology* 13 462–467. (1930)

Turban, D. B. Greening, D. W. 'Corporate social performance and organizational attractiveness to prospective employees' *Academy of Management Journal* 40(3) 658–672. (1997)

Verbeke, W. Belschak, F. Bagozzi, R. P. 'The adaptive consequences of pride in personal selling' *Academy of Marketing Science Journal* 32(4) 386–402.(2004)

Weick, K. E. (2003) 'Positive organizing and organizational tragedy', in K. S. Cameron, J. E. Dutton and R. E. Quinn (eds) Positive Organizational Scholarship: Foundations of a New Discipline. San Francisco, CA: Berrett-Koehler Publishers Inc., pp. 66–80.

Wilson, W. R. Becknell, J. C. 'The relationship between the association value, pronouncability, and affectivity of nonsense syllables' *Journal of Psychology* 52 47–49. (1961)

Wolf, A. P. and Durham, W. H. (eds) (2005) Inbreeding, Incest, and the Incest Taboo: The State of Knowledge at the Turn of the Century. Stanford, CA: Stanford University Press.

Wooten, L. P. Crane, P. 'Generating dynamic capabilities through a humanistic work ideology: The case of a certified-nurse midwife practice in a professional bureaucracy' *American Behavioral Scientist* 47(6) 848–866. (2004)

Yarrow, M. R. Campbell, J. D. Burton, R. V. 'Recollections of childhood: A study of the retrospective method' *Monographs of the Society for Research in Child Development* 35(1970) Serial 5.

Zajonc, R. B. 'Attitudinal effects of mere exposure' *Journal of Personality and Social Psychology* 91–27. (1968)