

CONTENTS

1. Introduction 1
Introduction: What Is Positive About Positive Organizational Scholarship?
Kim S. Cameron and Gretchen M. Spreitzer

Part One • Positive Individual Attributes

2. Psychological Capital 17
Psychological Capital: Meaning, Findings, and Future Directions
Carolyn M. Youssef and Fred Luthans
3. Prosocial Motivation 28
Prosocial Motivation at Work: When, Why, and How Making a Difference
Makes a Difference
Adam M. Grant and Justin M. Berg
4. Callings in Work 45
Callings
Amy Wrzesniewski
5. Work Engagement 56
Being There: Work Engagement and Positive Organizational Scholarship
Nancy P. Rothbard and Shefali V. Patil
6. Positive Identity 70
Positive Identity Construction: Insights from Classical and Contemporary
Theoretical Perspectives
Laura Morgan Roberts and Stephanie J. Creary
7. Proactivity 84
Proactivity in the Workplace: Looking Back and Looking Forward
Chiahuei Wu and Sharon K. Parker
8. Creativity 97
Striving for Creativity: Building Positive Contexts in the Workplace
Jing Zhou and Run Ren
9. Curiosity 110
Organizing the Cat? Generative Aspects of Curiosity in
Organizational Life
Spencer Harrison
10. Positive Traits 125
Some Traits Associated with Flourishing at Work
Joyce E. Bono, Stacy E. Davies, and Rena L. Rasch

11. The Neuroscience Underpinning of POS 138
Exploring the Minds of Managers: Insights from Three
Neuroscience Studies
Richard P. Bagozzi and Willem J.M.I. Verbeke

Part Two • Positive Emotions

12. Positive Energy 155
Human Energy in Organizations: Implications for POS from Six
Interdisciplinary Streams
Gretchen M. Spreitzer, Chak Fu Lam, and Ryan W. Quinn
13. Positive Emotions 168
Positive Emotions: Broadening and Building Upward Spirals of
Sustainable Enterprise
Leslie E. Sekerka, Tanya Vacharkulksemsuk, and Barbara L. Fredrickson
14. Subjective Well-being 178
Subjective Well-being in Organizations
Arnold B. Bakker and Wido G.M. Oerlemans
15. Passion 190
Passion
Kimberly H. Perttula and Melissa S. Cardon
16. Emotional Intelligence 201
Social Context and the Psychology of Emotional Intelligence: A Key to
Creating Positive Organizations
Oscar Ybarra, Laura Rees, Ethan Kross, and Jeffrey Sanchez-Burks
17. Group Emotions 215
Shared Positive Affect in Workgroups
Seung-Yoon Rhee and Hye Jung Yoon

Part Three • Strengths and Virtues

18. Virtuousness 231
Virtuousness in Organizations
Kim Cameron and Bradley Winn
19. Forgiveness 244
Forgiveness at Four Levels: Intrapersonal, Relational, Organizational, and
Collective-Group
David S. Bright and Julie J. Exline
20. Humility 260
Exploring the Relevance and Implications of Humility in Organizations
Bradley P. Owens, Wade C. Rowatt, and Alan L. Wilkins
21. Compassion 273
Compassion Revealed: What We Know About Compassion at Work
(and Where We Need to Know More)
*Jacoba M. Lilius, Jason Kanov, Jane E. Dutton, Monica C. Worline,
and Sally Maitlis*

22. Hope 288
Imagining Hope in Organizations: From Individual Goal-Attainment to
Horizons of Relational Possibility
Arne Carlsen, Aina Landsverk Hagen, and Tord F. Mortensen
23. Courage 304
Courage in Organizations: An Integrative Review of the “Difficult Virtue”
Monica C. Worline
24. Justice 316
A Positive Lens on Organizational Justice: Toward a Moral, Constructive,
and Balanced Approach to Reactions to Third-party (In)justice
David M. Mayer
25. Integrity 325
Research on Behavioral Integrity: A Promising Construct for Positive
Organizational Scholarship
Tony Simons, Edward C. Tomlinson, and Hannes Leroy
26. Positive Ethics 340
Positive Business Ethics: Grounding and Elaborating a Theory
of Good Works
Jason M. Stansbury and Scott Sonenshein
27. Leveraging Strengths 353
Productivity Through Strengths
Jim Asplund and Nikki Blacksmith
28. Character Strengths in Global Managers 366
The Positive Power of Character Strengths and Virtues for Global Leaders
Arménio Rego, Stewart Clegg, and Miguel Pina e Cunha

Part Four • Positive Relationships

29. High-quality Connections 385
High-quality Connections
John Paul Stephens, Emily Heaphy, and Jane E. Dutton
30. Relational Coordination 400
New Directions for Relational Coordination Theory
Jody Hoffer Gittel
31. Reciprocity 412
A Dual Model of Reciprocity in Organizations: Moral Sentiments and
Reputation
Wayne Baker
32. Intimacy 423
Workplace Intimacy in Leader–Follower Relationships
Ronit Kark
33. Civility 439
Civility
Christine L. Porath

34. Trust 449
Positive Organizational Scholarship and Trust in Leaders
Aneil K. Mishra and Karen E. Mishra
35. Trustworthiness 462
Perspective Taking: Building Positive Interpersonal Connections and
Trustworthiness One Interaction at a Time
Michele Williams
36. Humor 474
The Laughter Advantage: Cultivating High-quality Connections and
Workplace Outcomes Through Humor
Cecily D. Cooper and John J. Sosik
37. Psychological Safety 490
Psychological Safety: A Foundation for Speaking Up, Collaboration, and
Experimentation in Organizations
Ingrid M. Nemphard and Amy C. Edmondson

Part Five • Positive Human Resource Practices

38. Career Development 507
Personal Growth Through Career Work: A Positive Approach to Careers
Douglas T. Hall and Mireia Las Heras
39. Mentoring 519
Relational Mentoring: A Positive Approach to Mentoring at Work
Belle Rose Ragins
40. Socialization 537
Socialization Perspectives and Positive Organizational Scholarship
Blake E. Ashforth, Karen K. Myers, and David M. Sluss
41. Diversity 552
A Positive Approach to Studying Diversity in Organizations
Lakshmi Ramarajan and David Thomas
42. Communication 566
The Role of Communication in Positive Organizational Scholarship
Larry Browning, G.H. Morris, and Kerk F. Kee
43. Negotiation: Objective and Subjective Value 579
Parallel and Divergent Predictors of Objective and Subjective Value in
Negotiation
Jared R. Curhan and Ashley D. Brown
44. Negotiation: Mindfulness and Emotion Management 591
The Mindful Negotiator: Strategic Emotion Management and Well-being
Shirli Kopelman, Orli Avi-Yonah, and Akshaya K. Varghese
45. Work–Family Dynamics 601
Positive Work–Family Dynamics
Jessica Keeney and Remus Ilies

Part Six • Positive Organizational Practices

46. Symbolism in Organizations 617
The Generative Potency of Cultural Symbols: Implications for Positive Organizational Scholarship
Mary Ann Glynn and Lee Watkiss
47. Resourcefulness 629
Resources, Resourcing, and Ampliative Cycles in Organizations
Martha S. Feldman and Monica Worline
48. Collective Efficacy 642
Collective Efficacy Beliefs, Organizational Excellence, and Leadership
Roger D. Goddard and Serena J. Salloum
49. The Design of Work 651
The Design of Jobs: A Strategy for Enhancing the Positive Outcomes of Individuals at Work
Greg R. Oldham
50. Mindful Organizing 664
Mindful Organizing: Establishing and Extending the Foundations of Highly Reliable Performance
Timothy J. Vogus
51. Organizational Identity 677
The Defining Role of Organizational Identity for Facilitating Stakeholder Flourishing: A Map for Future Research
Celia V. Harquail and Shelley L. Brickson
52. Organizational Energy 691
Organizational Energy
Bernd Vogel and Heike Bruch
53. Innovation 703
Innovativeness as Positive Deviance: Identifying and Operationalizing the Attributes, Functions, and Dynamics That Create Growth
Jeff DeGraff and Dan Nathan-Roberts
54. Organizational Boundaries 715
Margins, Membership, and Mobility: Redefining Boundaries in Collaborative Endeavors
Rebekah Dibble and Cristina B. Gibson

Part Seven • Positive Leadership and Change

55. Organizational Development 727
The Spirits of Organization Development, or Why OD Lives Despite Its Pronounced Death
Jean M. Bartunek and Richard W. Woodman
56. Appreciative Inquiry 737
Positive Organizational Development: Innovation-inspired Change in an Economy and Ecology of Strengths
David L. Cooperrider and Lindsey N. Godwin

57. Positive Change Attributes 751
 Seeing and Acting Differently: Positive Change in Organizations
 Robert E. Quinn and Ned Wellman
58. Implementing Positive Change 763
 What Makes an Organizational Change Process Positive?
 Karen Golden-Biddle and Jina Mao
59. Authentic Leadership 773
 Advances in Theory and Research on Authentic Leadership
 Bruce J. Avolio and Ketan H. Mhatre
60. Leadership Development 784
 Toward a Positive and Dynamic Theory of Leadership Development
 D. Scott DeRue and Kristina M. Workman
61. Peak Performance 798
 Organizational Sustainability: Organization Design and Senior Leadership
 to Enable Strategic Paradox
 Wendy K. Smith, Marianne W. Lewis, and Michael L. Tushman
62. Strategic Change 811
 Emotions and Strategic Change
 Quy Nguyen Huy
63. Strengths-based Strategy 825
 Positive Strategy: Creating and Sustaining Strengths-based Strategy that
 SOARs and Performs
 Jacqueline M. Stavros and Lynn Wooten

Part Eight • A Positive Lens on Problems and Challenges

64. Managing the Unexpected 843
 Managing the Unexpected
 Kathleen M. Sutcliffe and Marlys K. Christianson
65. Healing After Trauma 855
 Organizational Healing: A Relational Process to Handle Major Disruption
 Edward H. Powley
66. Organizational Recovery 867
 Recovery: Nonwork Experiences That Promote Positive States
 Sabine Sonnentag, Cornelia Niessen, and Angela Neff
67. Responding to Crisis 882
 Orientations of Positive Leadership in Times of Crisis
 Erika Hayes James and Lynn Perry Wooten
68. Resilience Under Adversity 895
 Resilience at Work: Building Capability in the Face of Adversity
 Brianna Barker Caza and Laurie P. Milton
69. Posttraumatic Growth 909
 Posttraumatic Growth: A Missed Opportunity for Positive
 Organizational Scholarship
 Sally Maitlis

70. Ambivalence 924
Just a Good Place to Visit? Exploring Positive Responses to Psychological Ambivalence
Michael G. Pratt and Camille Pradies
71. Responding to Stress 938
Stress Interventions Versus Positive Interventions: Apples and Oranges?
Caroline Biron, Cary L. Cooper, and Philip Gibbs

Part Nine • Expanding Positive Organizational Scholarship

72. Sustainability 953
Positive Deviance for a Sustainable World: Linking Sustainability and Positive Organizational Scholarship
Andrew J. Hoffman and Nardia Haigh
73. Critical Theory 965
Critical Theory and Positive Organizational Scholarship
Arran Caza and Brigid Carroll
74. Economic Models 979
Strange Bedfellows: Homo economicus and Positive Organization Scholarship
Paul C. Godfrey
75. Social Movements 989
Social Movements in Organizations
Debra Guckenheimer
76. Spirituality 1001
In God We Trust: A Comparison of Spiritualities at Work
Lloyd E. Sandelands
77. Positive Deviance 1014
Positive Deviance: A Metaphor and Method for Learning from the Uncommon
Marc Lavine
78. International Peacemaking 1027
Five Steps Toward Peacemaking: Using Positive Organizational Scholarship to Build a Better World
J.B. Ritchie and Scott C. Hammond
79. Conclusion 1034
A Path Forward: Assessing Progress and Exploring Core Questions for the Future of Positive Organizational Scholarship
Gretchen M. Spreitzer and Kim C. Cameron
- Index 1049