Positive Leadership in Challenging Times

Kim Cameron
University of Michigan

The Positivity Institute Webinar
12 October 2022

- **First, thank you to Rosemary Sainty and Suzy Green for inviting me to participate in this program.**

- **Special thanks to Louise Baxter and Anne Johnstone for sharing the time with me. They are outstanding examples of how to demonstrate the principles I have been studying.**

A Common Reaction to This Topic

It is not unusual for executives, managers, or individuals who are facing difficult challenges—sch as a post-pandemic world—to dismiss a focus on the *positive* as soft, syrupy, and lacking credibility. When conditions are stressful, when the pressure is on, when anxiety is high, when the social environment is chaotic, just thinking happy thoughts, being nice, or emphasizing the bright side is usually seen as disingenuous and a deflection from real-world concerns. It's *toxic positivity*.
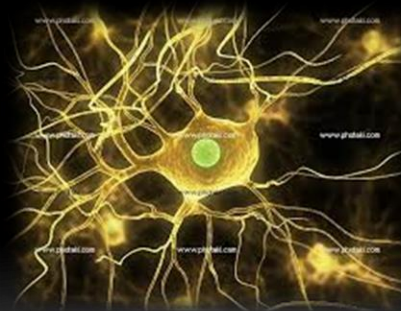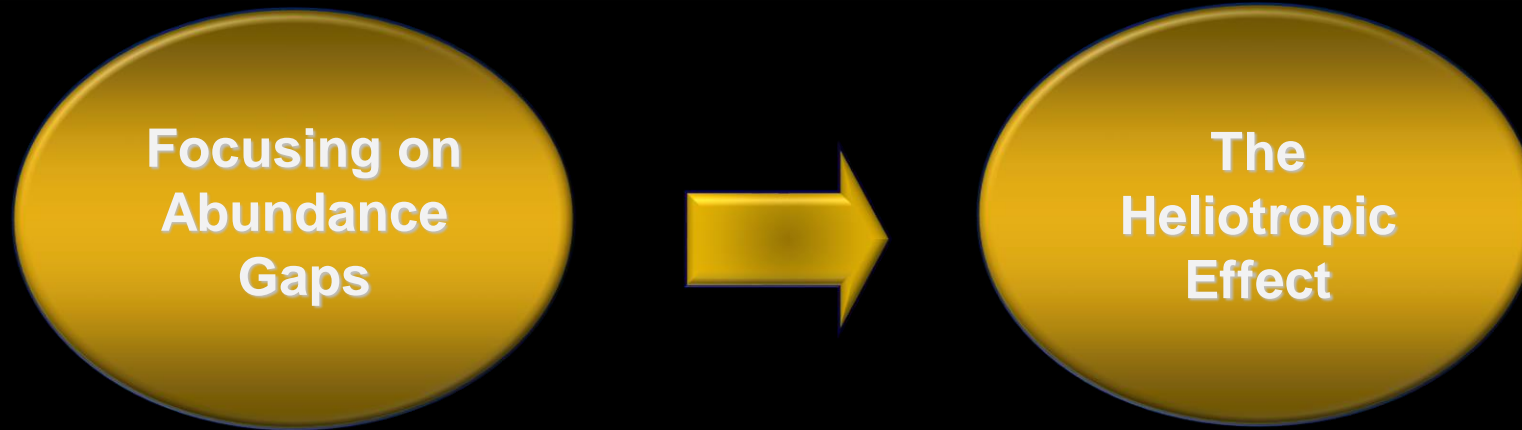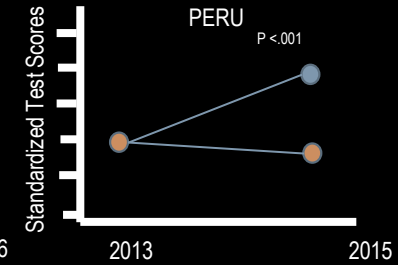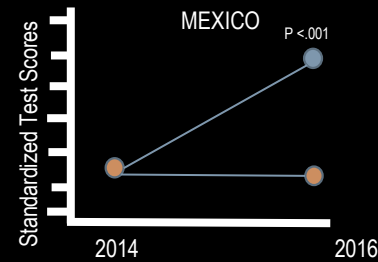
3

A Deviance Continuum

Negative Deviance   **Normal**   **Positive Deviance**

Individual:

	Negative Deviance	Normal	Positive Deviance
Physiological	Illness	Health	Vitality
Psychological	Illness	Health	Flow

Organizational:

	Negative Deviance	Normal	Positive Deviance
Economics	Unprofitable	Profitable	Generous
Effectiveness	Ineffective	Effective	Excellent
Efficiency	Inefficient	Efficient	Extraordinary
Quality	Error-prone	Reliable	Perfect
Ethics	Unethical	Ethical	Benevolent
Relationships	Harmful	Helpful	Honoring
Adaptation	Threat-rigidity	Coping	Flourishing

Deficit gaps   **Abundance gaps**

Explanation

Focusing on Abundance Gaps → **The Heliotropic Effect**

Effects of Virtuousness on Students
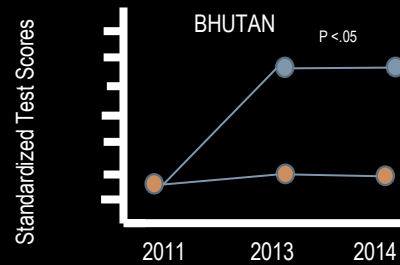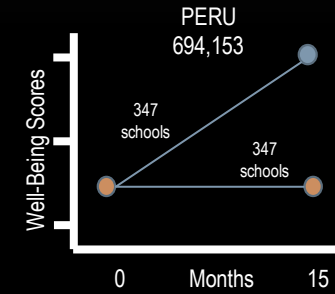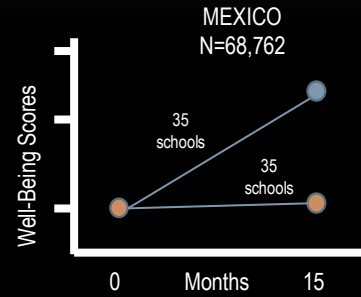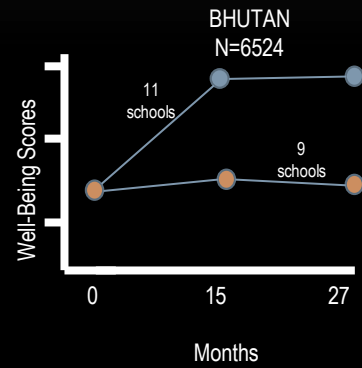
Effects of Positive Leadership on Students

© Kim Cameron, University of Michigan
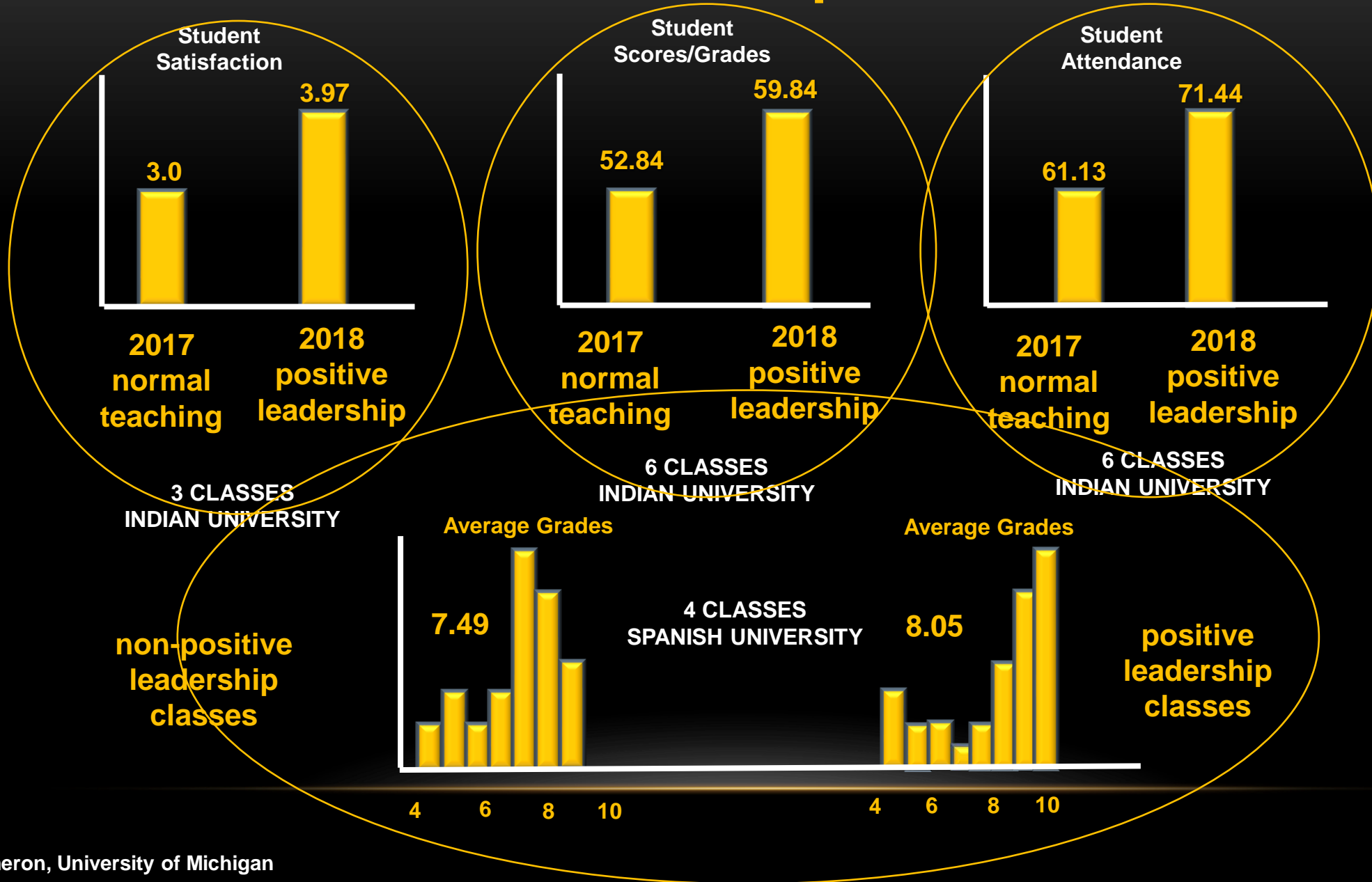
Performance in Financial Services

Six measures of Financial Performance

Voluntary Turnover

Employee Engagement

Customer Retention

Innovation

Improvement in Positive Practices

$R^2 = .45$

$p < .01$

$p < .0001$

$p < .01$

$p < .001$
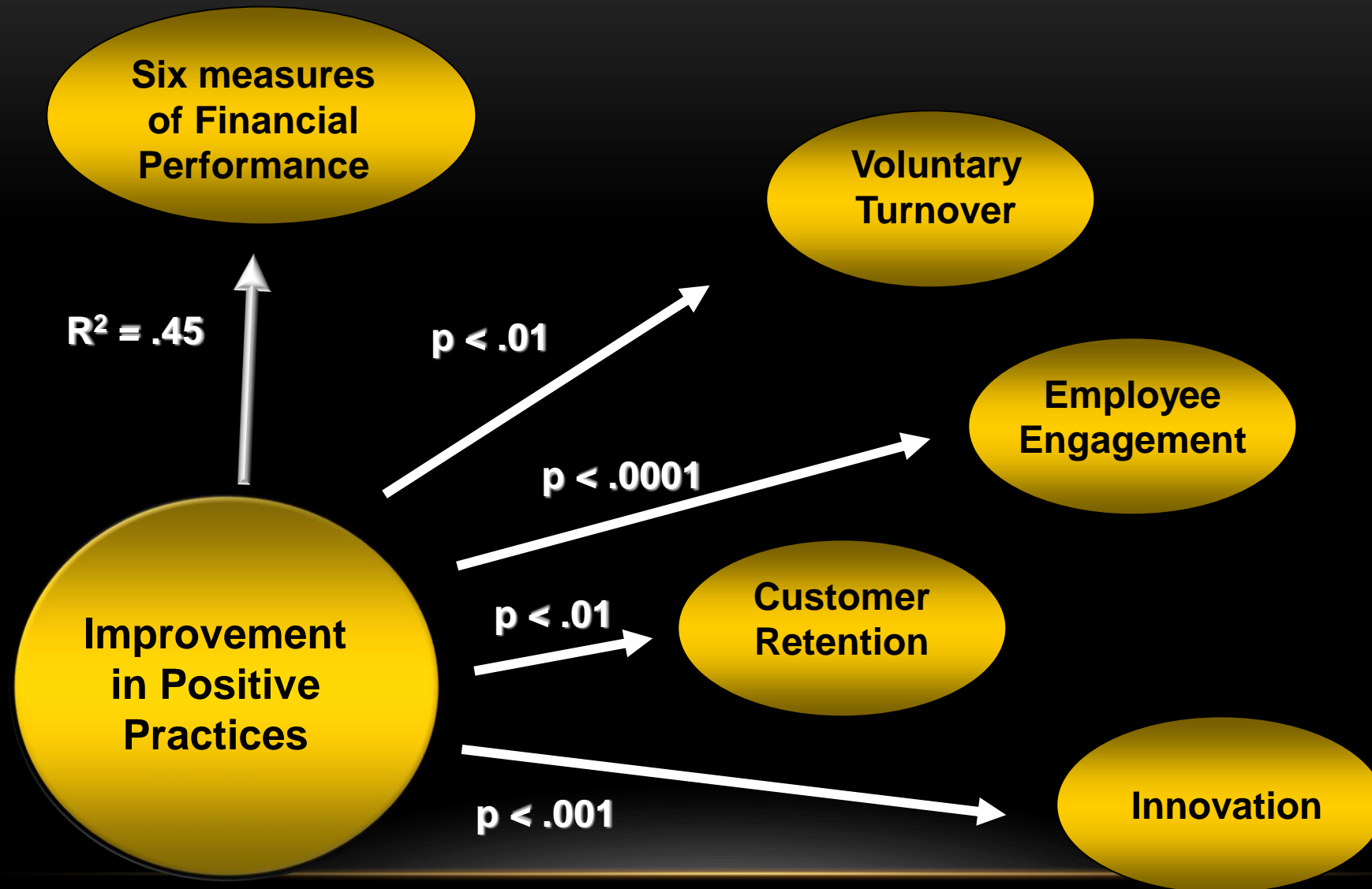
Improvement in Health Care

Percent improvement over a two-year period.

Value	Category
26	Patient Satisfaction
26	Willingness to Recommend
8	Voluntary Turnover
36	Climate
38	Participation
29	Quality of Care
38	Manager Support
34	Resource Adequacy
12	Physician/Nurse Relations
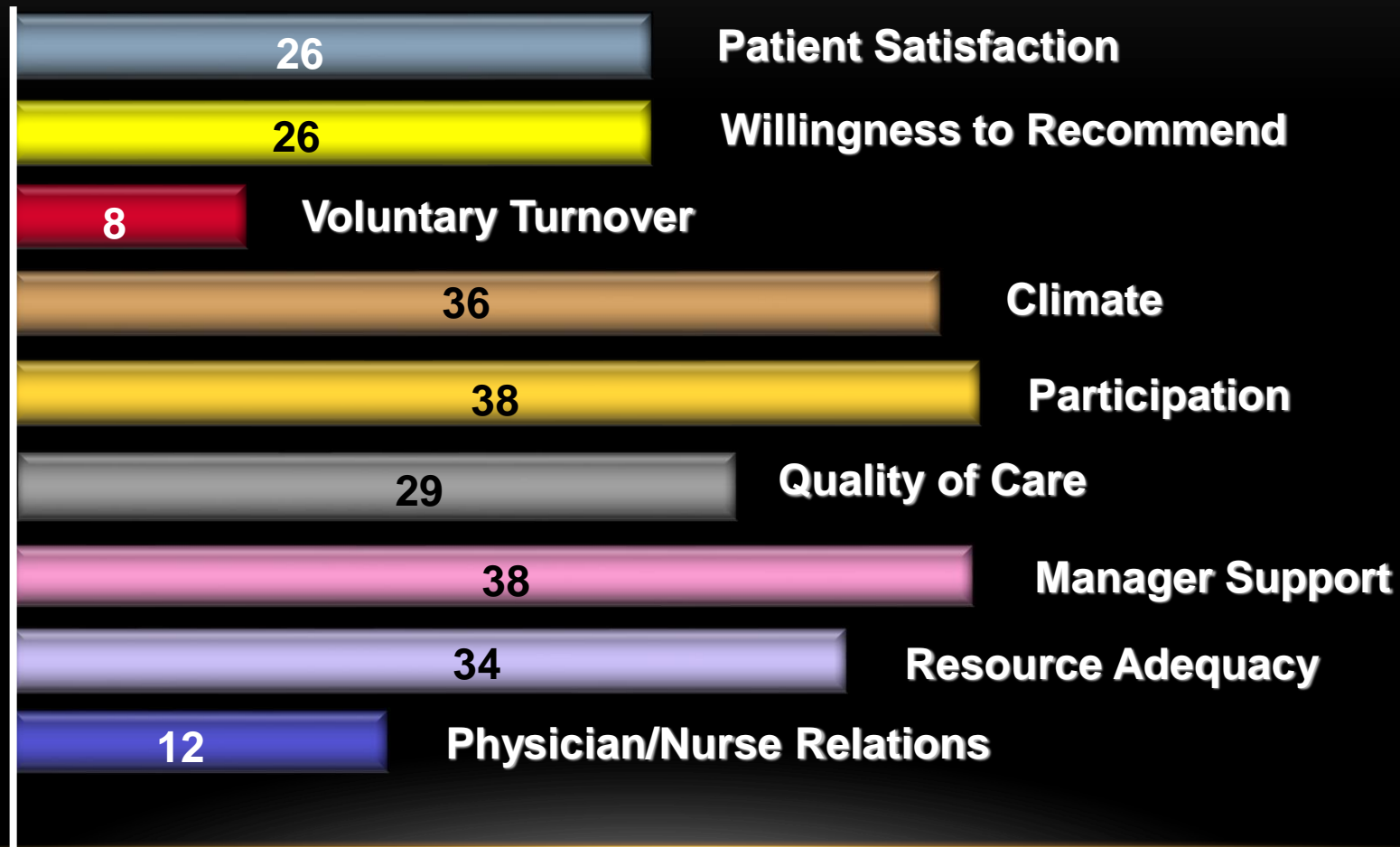
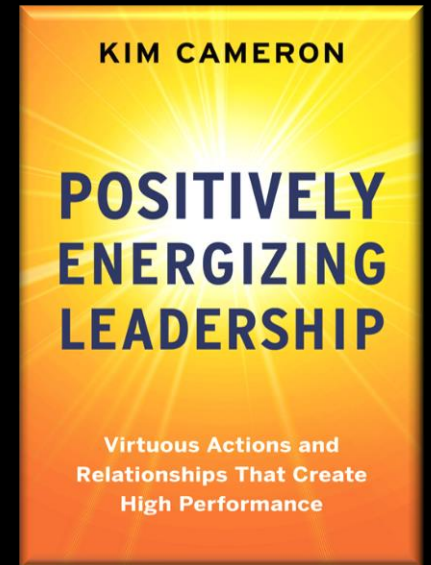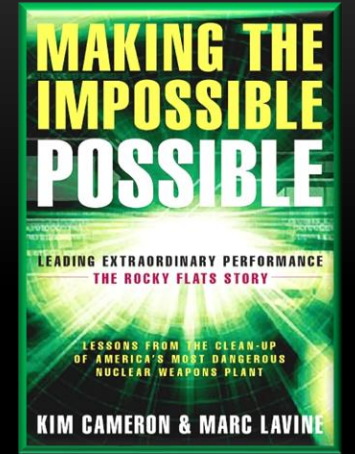# Positive Leadership Practices

Transformational Change

Empower Teams & Individuals

Energy Network Analysis

Core Storytelling

Appreciative Inquiry

CVF-Guided Culture Change

Contributions

- **Positive Energy**
- **Competing Values**
- **Virtuous practices**

Positive Climate

Best-Self Feedback & Portrait

Task-Enabling

HQCs

Values Clarification

The Rule of 5

Mindfulness

- **Profound Purpose**
- **Values**
- **Self-leadership**
- **Legacy**
- **Everest goals**

- **Reciprocity**
- **Heliotropic Effect**
- **Interpersonal connections**
- **Social networks**
- **Play**

Reciprocity Network

Job-Crafting

Gratitude Journal

Positive Meaning

Positive Leadership

Positive Relationships

Engagement

Value-Added Exercise

Personal Mission Statement

Life-long Customer Loyalty

Fundamental State of Leadership (FSL)

Positive Communication

- **Supportive Communication**
- **Written Comments**
- **Speeches**
- **Performance Mgmt**

Inquiry / Advocacy

Congruence

5:1 ratios

Descriptive Feedback

Personal Management Interview (PMI)

Active Listening

Core Strategies

Key Concepts

Tools / Practices

www.centerforpos.com