

Positive Organizing Framework: Seeing Potential in a System

Creating a **Welcoming** Environment

**CENTER FOR
POSITIVE
ORGANIZATIONS**

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Networks:
Number, clustering, and quality of ties between people, including the degree of trust, play, respectful interrelating, task enabling, and energy in the network

Values and Purpose:
Espoused and internalized values and beliefs about what is important and desirable leading to a story of work beyond oneself and aiding in meaning-making about self and organization

Practices and Routines:
Recurrent actions that ease and speed coordination by providing “templates” or patterns for getting things done within the system

Existing Roles:
Defined parts that people can play in the system, carrying different responsibilities and expectations for how to contribute

Resourcing:
How potential resources (physiological, psychological, social, & material) are activated and put into use in ways that fuel the positive capability

What groups are convening to talk about or focus on the positive capability? Which are not?

Which groups of people are working together to make the positive capability a reality? Who is excluded?

How are people connected in ways that foster trust and respect?

How are people connected in ways that are playful and energetic?

Who is talking about the purpose and elaborating on why it matters?

What do informal interactions reveal about lived values and people’s orientation toward one another?

What assumptions can you see about internalized values and beliefs based on observations in a variety of interactions?

How do decisions and the justifications of everyday decisions reveal alignment with values and purpose?

Where are recurring actions that relate to the positive capability most vividly?

Are there instances of positive deviance in ways of doing routines that highlight potential in the system?

What are the repeated things people do each day that contribute greatly to the presence or absence of the positive capability?

Are there roles that are obviously related to the to the positive capability? Are they infused with positive meaning?

How are roles described to newcomers? Could they be infused with positive meaning?

How are people invited to craft their roles to bring out the positive capability?

How can people shift their task and relational landscape to incorporate the capability?

How can people infuse roles with different meaning?