

8<sup>TH</sup> BIENNIAL

# POS RESEARCH CONFERENCE

*Illuminating Research for a Positive Future*



**MAY 9-10, 2017**

ROSS SCHOOL OF BUSINESS  
UNIVERSITY OF MICHIGAN  
ANN ARBOR, MICHIGAN, USA

# Conference Program

Presented by:



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# Welcome!

We are thrilled to welcome you to the 8<sup>th</sup> Biennial Positive Organizational Scholarship (POS) Research Conference hosted by the Center for Positive Organizations (CPO) at Michigan Ross, in Ann Arbor, Michigan, U.S.A.

My vision for this conference is to propel the research presentations component of the program. The POS field has matured, as reflected by the breadth and depth of research presentations in the conference program. These presentations, submitted as full-papers or extended-abstracts, were peer reviewed by fellow colleagues in the POS Community of Scholars and accepted by the conference program committee as full, rapid-fire, or visual presentations. The acceptance rate was 89%, celebrating an inclusive developmental culture for presentations of research that reflect work in progress. We hope the comments received in the peer review process and conversations at the conference will provide authors with constructive feedback that helps develop their manuscripts toward publication in scholarly journals. I am incredibly grateful to CPO doctoral student affiliates, Lindsey Cameron and Chen Zhang, who spearheaded the reviewer assignment process, and to CPO postdoctoral fellow, Julia Lee, who collaborated with me as a co-program chair to assemble the conference program schedule. We hope you enjoy these research presentation sessions!

At the conference, we will also be celebrating the *2017 Award for Outstanding Published Article in POS* with a keynote by Sigal Barsade and Olivia (Mandy) O'Neill, who co-authored the award-winning article: *"What's love got to do with it? A longitudinal study of the culture of companionate love and employee and client outcomes in the long-term care setting,"* published in *Administrative Science Quarterly* (Volume 59, Issue 4, December, 2014).

Keeping with the tradition of the POS research conference, we look forward to the socially enriching and fun interactive components of the program. These will include positive musical connections and a narrated mindfulness experience! Thank you to J.P. Stephens for setting the musical tone and to Eun Bit Hwang for narrating a developmental experience. The narrating experience will include navigational guidance from Ross students who are engaged in our POS Magnify Immersion Program. The activity of "narrating our journey as scholars" is centered around mindfulness and we are honored to have His Eminence Trungram Gyalwa Rinpoche (PhD), present with us, for this component of the conference program.

A novel and unique component of our schedule is the opportunity to build bridges between the POS Community of Scholars and members of the CPO Positive Organizations Consortium. These are leaders who seek to implement POS research and practices in their organizations. The timing of the POS Research Conference was designed to coincide with the Positive Organizations Consortium meeting. I am grateful to the panel members who will participate in the joint session and to Robert (Bob) Quinn for facilitating it. We hope the personal relationships spurred during this session will spark opportunities for collaboration at the nexus of research and practice.

Thank you from the bottom of my heart to members of the CPO staff who have facilitated this conference: Angela Ceely, Erin Dolski, Betsy Erwin, Esther Kyte, Stacey Scimeca, and Katie Trevathan. It has been a pleasure working with CPO Faculty Director Gretchen Spreitzer, Managing Director Chris White, and fellow CPO faculty on reimagining possibilities for engagement of the POS Community of Scholars. Thank you also to our conference sponsor Relational Coordination Research Collaborative. I am also most grateful for the support received from the Michigan Ross Office of the Dean and the University of Michigan Office of the Provost, as well as everyone who put in their hand to produce this event and bring it to life.

Shirli Kopelman  
CPO Research Director

## Conference Program Schedule Overview

### **Tuesday, May 9, 2017**

12:00 p.m. Registration Opens, Light Refreshments Available

12:50 p.m. Welcome Remarks

1:10-2:30 p.m. Parallel Session I: Full Presentations

2:30-3:00 p.m. Refreshment Break

3:10-5:00 p.m. Parallel Sessions II - III: Rapid-Fire Presentations

5:10-6:15 p.m. Session IV: Leadership Opportunities and Connecting in Rhythm with our Community of Scholars

6:30-8:00 p.m. Dinner Reception

8:00-9:30 p.m. Session V: Visual Presentations & Dessert Reception

### **Wednesday, May 10, 2017**

7:30-8:00 a.m. Light Breakfast

8:10-10:00 a.m. Session VI: Scholarly Journey and Relational Mindfulness

10:00-10:30 a.m. Refreshment Break

10:30-12:00 p.m. Session VII: Nexus of Theory, Research, and Practice

12:00-1:00 p.m. Lunch with Positive Organizations Consortium Members

1:00-2:00 p.m. Post-Conference Research Meetings

## Guidelines for Presenters

### SESSIONS I-III:

#### FULL and RAPID-FIRE PRESENTATION SESSIONS

Full Presentation and Rapid-Fire Presentation Sessions are scheduled from 1:10-5:00 p.m. on Tuesday, May 9, 2017. Conference program volunteers will be in the rooms to facilitate set-up.

Session Chairs are noted in the program as discussants. If you are the Session Chair, please coordinate with the other presenters in your session to load copies of their presentations onto the computer prior to the scheduled start time. The Session Chair is also responsible for beginning on time and time keeping throughout the session. It would be useful to the audience if you would take into account the overall theme of the session when facilitating discussion. Please sit in the front row and use time reminders (e.g., “5 minutes”, “1 minute”, and “0 minutes”) to let presenters know their time status. Please conclude the session with an integrative discussion that inspires continued conversations following the session.

**Full Presentation Sessions** include two parallel sessions that are 90 minutes long; each includes four presentations. Presenters need to prepare a 15-minute presentation and allow for 5-minutes discussion for each piece (total 20 minutes per presenter). This will provide several minutes of transition time and general discussion. You may coordinate with other presenters and structure your session in ways that suit your preferences (e.g., Q&A after each presentation versus waiting until the end).

Full presentation sessions will begin at 1:10 p.m. Please load your presentation by 12:45 p.m. If you are presenting from your laptop, confirm by 12:30 p.m. that you have necessary cables and can project your presentation in the Ross classroom.

**Rapid-Fire Presentation Sessions** include three parallel sessions, with each session divided into two blocks of 50-minutes. Each of these six blocks of 50-minutes will include up to 5 presentations. Presenters need to prepare a 5-minute presentation with no more than 7 slides and can entertain 1 brief audience question if time permits during transition to the next presentation. Session Chairs, noted as Discussants in the program, will need to scrupulously keep time to ensure everyone has time to present.

Rapid-Fire sessions will begin at 3:10 and 4:10 p.m. Please load your presentation by 3:00 p.m. for all rapid-fire presentations. If you are presenting from your laptop, confirm by 12:30 p.m. that you have necessary cables and can project your presentation in the Ross classroom.

**SESSION V:  
VISUAL PRESENTATION SESSION**

The Visual Presentation Session will run from 8:00-9:30 p.m. on Tuesday, May 9, 2017.

Please set up your presentations by 7:45 p.m. in the designated space on the 6<sup>th</sup> floor of Ross. Presentations will be set up on easels in alphabetical order, by last name of the first author. Materials must be removed at the end of the session. Conference program volunteers will help facilitate set-up.

You will need to prepare and bring your visual presentation. Please use a space of 3' tall x 4' wide (~90cm x 120cm) for your entire presentation. Prepare a banner on the top indicating the title, author(s), and affiliation(s). Lettering needs to be about 1 1/4" (3 cm) high for the title, 3/4" (2cm) high for the authors' names and 1/2" (1.25cm) high for affiliation. The most reader-friendly use of the rest of the space would be in a grid format arranged in columns. The standard elements are: Abstract (150 words), Introduction, Methods, Results (with supporting figures), and a Conclusion. Type should be easily seen from a short distance. Using the guidelines above, the abstract would be placed at the upper left, and the conclusion at the lower right, both in large type (at least 3/8" high). You may bring a summary of your presentation as a handout for distribution. The session is intended to be interactive and generate dialogue between the presenter and conference attendees.

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# SESSIONS

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## Session I: Parallel Research Presentations

### Full Presentations

Tuesday, May 9

1:10-2:30 p.m.

<p>Session 1a R1220</p> <p><i>Crafting Identity &amp; Thriving</i></p> <p>Discussant: Shelly Brickson</p>	<p><b>Hotter or Colder: The Critical Role of Self Progress in the Evaluation of Career Choices</b></p> <p>Bednar, J.S., Dixon Jr., R.D., Owens, B.P., Roberts, L.M., &amp; Dutton, J.E.</p>	<p><b>When the Going Gets Tough, What Keeps Job Seekers Thriving? A Relational Perspective on Job Search</b></p> <p>Nurmohamed, S. &amp; Ong, M.</p>	<p><b>Thriving in Leadership Roles: The Importance of Autonomous Motivation</b></p> <p>Cullen-Lester, K.L., Graves, L.M., &amp; Deal, J.</p>	<p><b>“My Company is Friendly,” “Mine’s a Rebel”: The Process and Positive Outcomes of Anthropomorphizing our Organizations</b></p> <p>Ashforth, B.A., Schinoff, B.S., &amp; Brickson, S.L.</p>
<p>Session 1b R1230</p> <p><i>Narrating &amp; Curating Possibilities</i></p> <p>Discussant: Ryan Quinn</p>	<p><b>All Hands are Needed: Emotion and Resilient Organizing by West African Diaspora Communities in Response to the 2014-2015 Ebola Outbreak</b></p> <p>Manning, R.E.</p>	<p><b>Achieving the Common Good through Experiential Organizing: Extending Relational and Bureaucratic Pathways for Organizations with Purpose</b></p> <p>Thomas, N.K., Sugiyama, K., Rochford, K.C., Stephens, J.P., &amp; Kanov, J.M.</p>	<p><b>More Is Less: Learning but Not Relaxing Buffers the Relationship between Job Stressors and Deviance</b></p> <p>Zhang, C., Mayer, D.M., &amp; Hwang, E.B.</p>	<p><b>The Impossibility Threshold: Perceiving and Learning from Others' Success</b></p> <p>Quinn, R.W., Myers, C.G., Kopelman, S., &amp; Simmons, S.</p>

## Session II: Parallel Research Presentations

### Rapid-Fire Presentations

Tuesday, May 9

3:10-4:00 p.m.

<p>Session 2a R1210</p> <p><i>Job Crafting, Identities, &amp; Wellbeing</i></p> <p>5 min Presentation; 1-2 min Transition &amp; Questions</p> <p>3:10-3:17 3:20-3:27 3:30-3:37 3:40-3:47 3:50-3:57</p> <p>Discussant: Gretchen Spreitzer</p>	<p><b>Job Crafting Revisited: How Individual Needs and Moods Differentially Influence Active Changes at Work</b> Bindl, U.K., Unsworth, K., Gibson, C., &amp; Stride, C.</p> <p><b>Exorcising the Ghost: The Resolution of Collective Mnemonic Ambivalence</b> Do, B., Lyle, M.C.B., &amp; Walsh, I.J.</p> <p><b>Workplace Distractions Influence the Relationship Between Job Control and Emotional Exhaustion for Better, and for Worse</b> Jachimowicz, J.M., Menges, J.M., Wihler, A., &amp; Myrseth, K.O.R.</p> <p><b>Conformity or Commitment? An Inductive Study of Members Judgements of New Purpose Claims</b> Lepisto, D.A.</p> <p><b>Mindfulness in the Workplace: Implications for Ethical Behavior</b> Spreitzer, G. &amp; Long, E.C.</p>
<p>Session 2b R1220</p> <p><i>Generosity &amp; Giving</i></p> <p>5 min Presentation; 1-2 min Transition &amp; Questions</p> <p>3:10-3:17 3:20-3:27 3:30-3:37 3:40-3:47 3:50-3:57</p> <p>Discussant: Wayne Baker</p>	<p><b>Compassionate Goals in the Workplace</b> Beveridge, C., &amp; Canevello, A.</p> <p><b>Developing Generative Relationships in Digital Work: Relational Resilience in Online Labor Markets</b> Rahman, H.A.</p> <p><b>Growing as Givers: Why Some Experiences of Helping Others Stick with You and Help You Grow at Work</b> Hinz, J.</p> <p><b>Gratitude is the Best Attitude: The Benefits of Expressing Gratitude on Prosocial Behavior in Resource Distribution Exchanges</b> Kong, D.T. &amp; Belkin, L.Y.</p> <p><b>Paying it forward...or not: Examining Systems of Generalized Reciprocity and Social Comparison Pressures</b> Chambers, C.R. &amp; Baker, W.E.</p>

<p>Session 2c R1230</p> <p><i>Resilience, Change, &amp; Belonging</i></p> <p>5 min Presentation; 1-2 min Transition &amp; Questions</p> <p>3:10-3:17 3:20-3:27 3:30-3:37 3:40-3:47</p> <p>Discussant: Courtney McCluney</p>	<p><b>The Ties that Bind Us: A Process-Based Approach to Understanding Place Attachment in Diverse Communities</b> Cameron, L.D.</p> <p><b>Grit in the Workplace</b> Giddings, D.P. &amp; Glomb, T.M.</p> <p><b>Seeking to Belong: How the Words of Internal and External Beneficiaries Influence Performance</b> Green, P.I., Gino, F., &amp; Staats, B.R.</p> <p><b>Constructing Ourselves: A Phenomenological Investigation of Black Clergywomen’s Positive Identity Construction in Leadership</b> McCluney, C.L.</p>
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Session III: Parallel Research Presentations

Rapid-Fire Presentations

Tuesday, May 9

4:10-5:00 p.m.

<p>Session 3a R1210</p> <p><i>Compassion at Work</i></p> <p>5 min Presentation; 1-2 min Transition &amp; Questions</p> <p>4:10-4:17 4:20-4:27 4:30-4:37 4:40-4:47 4:50-4:57</p> <p>Discussant: Julia Lee</p>	<p><b>Turning Dark into Light: Examining the Role of Empathy in Observer Responses to Leader Social Undermining</b> Keeney, J.E., Melwani, S., Lebel, R.D., &amp; Sharma, P.N.</p> <p><b>Takes One to Know One? How Observers' Prior Experience with Pain Shapes Compassionate Responding</b> Livne-Tarandach R., Plews, E., &amp; Rabelo, C.V.</p> <p><b>A Relational Perspective to Compassion: Definition and Scale Development of Relational Compassion</b> Wei, H.</p> <p><b>Promoting Compassionate Work Culture and Humane Leadership through Emotion Skills Interventions</b> Paakkanen, M., Martela, F., &amp; Pessi, A.B.</p> <p><b>The Unintended Interpersonal Costs of Dishonesty: How Dishonesty Reduces Individuals' Ability to Detect and Empathize with Others' Emotions</b> Lee, J.J., Hardin, A.E., Parmar, B., &amp; Gino, F.</p>
<p>Session 3b R1220</p> <p><i>Relational Identity &amp; Creativity</i></p> <p>5 min Presentation; 1-2 min Transition &amp; Questions</p> <p>4:10-4:17 4:20-4:27 4:30-4:37 4:40-4:47</p> <p>Discussant: Jeff Bednar</p>	<p><b>Transforming Identity through an Ethic of Care: Subversion as Interdependency</b> Lyons, B.J., &amp; Johnson T.D.</p> <p><b>Where you End and I Begin: Understanding how Cognitive Boundaries Enable Effective Creative Partnerships</b> Rouse, E.D.</p> <p><b>Thinking about "Us"?: A Gender Sensitive Examination of Relationship Thoughts and Relationship Quality among US Workers</b> Warren, M.A. &amp; Warren, M.T.</p> <p><b>Who Will I Become? An Exploration of the Dimensions and Impact of individuals' Future-oriented identity Predictions</b> Cunningham, G. &amp; Bednar, J.S.</p>

<p>Session 3c R1230</p> <p><i>Leadership &amp; Governance</i></p> <p>7-min Presentation 1-2 min Transition &amp; Questions</p> <p>4:10-4:17 4:20-4:27 4:30-4:37 4:40-4:47 4:50-4:57</p> <p>Discussant: Michele Williams</p>	<p><b>Making Lemons out of Lemonade: Using Resourcing Theory to Explore Non-Profit Mission Directives</b> Intindola, M., Flinchbaugh, C., &amp; Hughey, S.</p> <p><b>Leadership Potential: A Growth Perspective</b> LeBlanc, C.A. &amp; Radhakrishnan, P.</p> <p><b>The Board of Directors' Involvement in a Firm's Strategic Decision Making Processes: The Individual BOD Member Leadership</b> Nahum, N. &amp; Carmeli, A.</p> <p><b>Moral Identity and Earnings Reporting Quality: Evidence from Service Academy Graduates as Executives and Directors</b> Wesley, C.L. &amp; Martin, G.</p> <p><b>Being Known: The Positive Direct and Moderating Effects of Received Leader Perspective Taking on Follower Performance and Discretionary Behavior</b> Williams, M., Kluemper, D., &amp; Wang, S.</p>
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## Session IV: Leadership Opportunities and Connecting in Rhythm with our Community of Scholars

Tuesday, May 9

5:10-6:00 p.m.

<p>Session 4 Robertson Auditorium</p> <p>Session Host Shirli Kopelman CPO Research Director</p>	<p><b>Leadership Opportunities for the POS Community of Scholars</b> Shirli Kopelman (CPO Director of Research) and Gretchen Spreitzer (CPO Faculty Director)</p> <p><b>Positive Connections: Interactive Musical Experience</b> Conference artifact, high-quality relationships, and moving to dinner in rhythm Facilitated by JP Stephens</p>
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## Session V: Parallel Research Presentations

### Visual Presentations

Tuesday, May 9

8:00-9:30 p.m.

### Ross Colloquium 6<sup>th</sup> Floor

### Dessert Reception

**The Consequences of Role Stressors for Workplace Civility**

Cullen-Lester, K.L., Gerbasi, A., Porath, C.L., & Schorch, S.L.

**When and How We Feel Grateful at Work? Proposing the Study of Gratitude and Self-Compassion in Workplace**

Do, B. & Bartunek, J.M.

**Actors at Play: High Quality Connections through Play in Community Theatre**

Garrett, L.E.

**The Moderating Role of Organizational Culture on the Relationship between Generous Identity and Organizational Citizenship Behaviors**

Gur, S.S. & Walker, L.S.

**Embracing a "Lower" Purpose: Reconceptualizing Purpose in Purpose-Driven Organizing**

Hendricks, H.

**Accepting Lower Salaries for More Meaningful Work**

Hu, J. & Hirsh, J.B.

**Lost Callings: The Role of Meaning in Declining Occupations**

Jiang, W. & Wrzesniewski, A.

**Lost and Found at Work: A Process-Based Exploration of Post-Traumatic Growth After Psychological Lostness**

Jones Christensen, L.

**What Hybrids can Teach all Organizations about Managing for Meaningfulness**

Lavine, M. & Roussin, C.

**Toward a Relational Model of Compassion**

Livne-Tarandach, R.

**Inspiring Proactivity by Elevating Meaning and Psychological Capital**

Lohse, A., Becker, J.K., & von der Oelsnitz, D.

**Stacking Bricks or Building a Cathedral: How Affective Shifts Shape Perceptions of Daily Task Significance**

Nielsen, J.D. & Colbert, A.E.

**When High-Tech Meets High Touch: Exploring how Communication Modalities Affect Coaching**

Passarelli, A., Van Oosten, E., & Varley, M.

**The Path of Considerable Resistance: Resourcing Critical Stakeholder Perspectives for Authentic Organizational Transformation**

Steckler, E.

**Distinguishing Excellence from the Extraordinary**

Thiel, K.

**Are You Sure You Will Have Time for That? Future Time-slack as a Barrier to Participation in the Sharing Economy**

Whillans, A.V., & Dunn, E.W.

## Session VI: Scholarly Journey and Relational Mindfulness

### Panel and Small Group Interactions

Wednesday, May 10

8:10-10:00 a.m.

<p>Session 6 Robertson Auditorium</p> <p><i>Scholarly Journey &amp; Relational Mindfulness</i></p> <p>Session Host Shirli Kopelman CPO Research Director</p>	<p><b>Art and Organizing that Enlivens</b> Worline, M. &amp; Murchison, C.</p> <p><b>A Conversation on Relational Mindfulness</b> Facilitated by Shirli Kopelman</p> <p><b>Mindfulness in Professional Relationships</b> Trungram Gyalwa Rinpoche, PhD</p> <p><b>The Language that Binds Us</b> Poonam Arora, PhD</p> <p><b>Our Journey as Scholars</b> Enliven our research and fortify our well-being story: Mindful small group conversations in the presence of Ross Art Hwang, E.B. &amp; Kopelman, S. Co-Facilitated with: POS Magnify Immersion Program Students</p>
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Session VII: Nexus of Theory, Research, and Practice

Wednesday, May 10

10:30 a.m.-12:00 p.m.

<p>Session 7 Robertson Auditorium</p> <p><i>Nexus and Praxis</i></p> <p>Session Host Shirli Kopelman CPO Research Director</p>	<p><b>Nexus, Praxis, and Positive Organizations: Spurring Growth and Personal Connections between POS Community of Scholars and Positive Organizations Consortium</b></p> <p><b>Keynote Presentation: 2017 Award for Outstanding Published Article in POS</b>                  “What's love got to do with it? A longitudinal study of the culture of companionate love and employee and client outcomes in the long-term care setting,” published in <i>Administrative Science Quarterly</i> (Volume 59, Issue 4, December, 2014) by Sigal Barsade and Olivia (Mandy) O’Neill.</p> <p>Award presented on behalf of CPO by Gretchen Spreitzer (CPO Faculty Director) &amp; Shirli Kopelman (CPO Director of Research)</p> <p><b>The Positive Lens and Acceleration of Development</b>                  Panel Facilitated by Robert E. Quinn</p> <p><b>Accelerating Individual Development: Awareness Practices</b>                  Trungram Gyalwa Rinpoche, PhD</p> <p><b>Accelerating Cultural Development: Meaning and Purpose</b>                  Bruce Pfau, Partner, Human Capital Strategy and Culture Transformation, KPMG</p> <p><b>Accelerating Wellbeing: Lifelong Wellbeing</b>                  Waleed Bahouth, Director, Employee Health and Wellbeing, Humana</p> <p><b>Accelerating Sustainability: Beyond People, Planets, and Profits</b>                  Poonam Arora, PhD</p> <p><b>POS Research Conference Closing Remarks</b>                  Shirli Kopelman (CPO Director of Research)</p>
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## Session VIII: Bridging Relationships between Scholars & Business Leaders

Wednesday, May 10

12:10-1:00 p.m.

Lunch Reception

<p>Ross Davidson Winter Garden</p>	<p><b>SEEDING RELATIONSHIPS THAT BRIDGE RESEARCH AND PRACTICE</b> <b>Connect and Enjoy Lunch</b></p> <ul style="list-style-type: none"><li>• Bridge our communities – Forge at least one meaningful relationship that will continue beyond the conference... sow the seed around a common interest, challenge, opportunity, or personal bond.</li><li>• Enjoy lunch!</li><li>• Stay in touch...</li></ul>
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## Post-Conference Research Meetings

Wednesday, May 10

1:10-2:00 p.m.

on your own...

<p>University of Michigan Campus and Ann Arbor</p>	<p><b>Connect with new colleagues or schedule a research team meeting</b></p> <ul style="list-style-type: none"><li>• Journey together in conversation around the University of Michigan campus or downtown Ann Arbor</li><li>• Safe travels...</li></ul>
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# ABSTRACTS

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## ABSTRACTS

### **“My Company is Friendly,” “Mine’s a Rebel”: The Process and Positive Outcomes of Anthropomorphizing our Organizations**

Ashforth, B.A., Schinoff, B.S., Brickson, S.L.

Why, how, and to what effect do individuals construct human-like conceptions of their organizations? We argue that anthropomorphism is both pervasive and consequential in organizational life. We first propose that members are motivated to anthropomorphize because doing so enables them to meet two profound needs, sensemaking and a sense of social connection. We then discuss how the process unfolds through a confluence of top-down and bottom-up dynamics. Third, we outline how, by bringing the organization to apparent life as an interaction partner, anthropomorphism engenders a deeper and richer relationship between members and organizations. As such, it serves as a key mechanism in the genesis of a variety of positive outcomes for members and organizations, including the ability to identify with organizations, the development of psychological contracts, and the strengthening of organizational identity. We conclude with a discussion of contributions, including to the POS literature.

### **Hotter or Colder: The Critical Role of Self Progress in the Evaluation of Career Choices**

Bednar, J.S., Dixon Jr., R.D., Owens, B.P., Roberts, L.M., Dutton, J.E.

Self-progress has been posited to be a fundamental human need and central to the construction of a positive identity. Yet we know little about how individuals narrate themselves as progressing, what constitutes meaningful movement or progress, or the influence perceptions of self-progress have on our evaluation of and attachment to the jobs we find ourselves embedded in. We draw on quantitative survey data to show that the perception of self-progress significantly influences the extent to which individuals are satisfied with their jobs and the likelihood of them voluntarily leaving their jobs. We then use qualitative data to illuminate how individuals narrate themselves as progressing, what constitutes meaningful movement, and how perceptions of self-progress shape job attitudes and turnover intentions. This paper makes significant contributions to the ongoing conversations in the literature about self-progress and positive identity construction.

### **Compassionate Goals in the Workplace**

Beveridge, C., & Canevello, A.

Compassionate goals, an interpersonal motive introduced in social psychology, are a mechanism through which people and their social environments influence each other. This paper is the first examination of compassionate goals in a work context; specifically, in the context of organizational citizenship behavior (OCB). While other motives for OCB have been studied previously (e.g., Rioux & Penner, 2001), these motives do not capture the distinct interpersonal and other-focused nature of compassionate goals. In a two-part research study, we use confirmatory factor analysis and multiple regression to examine the relationships between compassionate goals and OCB, the prosocial values motives for OCB, and additional covariates frequently studied in the OCB literature (e.g., job satisfaction, commitment). Results suggest that compassionate goals are a distinct motive for OCB and

have a unique relationship, even in the presence of other OCB antecedents. Findings indicate important implications for coworker relationships, culture and positive OCB outcomes.

### **Job Crafting Revisited: How Individual Needs and Moods Differentially Influence Active Changes at Work**

Bindl, U.K., Unsworth, K., Gibson, C., & Stride, C.

Employees often self-initiate changes to their jobs, referred to as job crafting, yet we know little about why they engage in these changes. We draw on and integrate self-determination and hedonic well-being theories to explain how individual needs and moods at work determine employees' engagement in job crafting. Results from two studies confirmed our theorized dimensions of job crafting. Further, we used multi-level path analysis with daily survey data from 156 employees to assess job crafting over the course of one working week. As expected, individual needs at the start of a workday were related to different types of job crafting over the workday: need for autonomy predicted Task Crafting, need for relatedness predicted Relationship Crafting, and need for competence predicted Skill Crafting. Positive moods at the start of a workday were related to daily enhancing forms of job crafting, while negative moods were related to daily limiting forms.

### **The Ties that Bind Us: A Process-Based Approach to Understanding Place Attachment in Diverse Communities**

Cameron, L.D.

We spend our lives becoming separate from and a part of larger wholes such as schools, organizations, and communities. Yet classical theories of homophily and the similar-attraction principle provide only a basic understanding of how this attachment process unfolds, suggesting whether or not one feels as if they belong to a collective is primarily due to homogeneity. Drawing on a case study of an ethnically diverse city, I explore how the interaction with place and members' lived experiences enable attachment to a heterogeneous community. Findings suggest dual processes of attachment, where engagement with physical and social cues within the community, re-affirm members sense of individual uniqueness and collective belonging. Overall, this study suggests that a sense of attachment in diverse groups occurs not in spite of diversity but because of the diversity within the group itself. This work has implications for literatures on place, materiality, and inclusion.

### **Paying it forward...or not: Examining Systems of Generalized Reciprocity and Social Comparison Pressures**

Chambers C.R. & Baker W.E.

Generalized reciprocity—helping others because somebody else helped you—is a form of organizational citizenship behavior lauded as a key element for building prosocial organizational cultures. A system of generalized reciprocity is appealing because it appears to have inertial qualities that make it stable over time, thereby eliminating the need for ongoing management attention. Though these systems have been widely promoted to managers, we still have not addressed how these systems remain intact in the presence of potentially disruptive factors that also occur in organizations. For example, these systems could engender unequal rewards for adherents and exacerbate social comparison pressures that naturally occur in organizations. Under these conditions, an individual's

motivation to help in the future will likely be altered. To advance theory, research, and practice on robust organizational cultures of generalized reciprocity, this study utilizes a no-deception, between-groups experimental design to assess whether systems of generalized reciprocity are robust or vulnerable to destruction. Over 11,000 rounds of decision-making from 640 participants clustered within 80 teams, we observe that a system of generalized reciprocity generates unequal rewards for participants. The availability of information that shows these differences decreases helping behaviors. However, including information about members' reputations for helping offsets some of these negative effects.

### **Thriving in Leadership Roles: The Importance of Autonomous Motivation**

Cullen-Lester, K.L., Graves, L.M., & Deal, J.

Using data from 806 top and middle-level executives, we propose and test a model of thriving in leadership roles. Thriving is a critical indicator of individual growth and development in organizations; it is particularly important among leaders. Building on recent work integrating the self-determination theory and thriving literatures, we provide the first empirical examination of autonomous motivation as a mediator of both contextual and personal variables that impact thriving among leaders. Specifically, we examine whether autonomous motivation mediates the impact of environments characterized by overwhelming change on leaders' subjective vitality and learning. Further, we examine leaders' perceptions of supervisor support and political skill as other critical antecedents of thriving. Our results provide support for the important role of autonomous motivation in thriving and identify three antecedents of autonomous motivation and thriving. Our findings have potentially important implications for organizations that want to promote autonomous motivation and thriving among leaders.

### **The Consequences of Role Stressors for Workplace Civility**

Cullen-Lester, K.L., Gerbasi, A., Porath, C.L., & Schorch, S.L.

At a time when the interconnectedness of work has placed a premium on positive workplace relationships, there is concern workplace stressors may be weakening the relationships employees have with others in their workplace. We examine this possibility in a study of all employees in a sales department of a manufacturing firm (n=73). Our results indicate that people who experience high levels of role overload and role conflict tend to treat others less civilly and feel they are treated less civilly by others. Interestingly, our results also suggest that civility may act as a coping mechanism for employees' experiencing role ambiguity. Individuals who experience role ambiguity treat more of their colleagues civilly, to a point, after which higher levels of role ambiguity result in less civility. We discuss theoretical and practical implications of these findings, including how work stressors may be managed to promote greater civility within the workplace.

### **Who Will I Become? An Exploration of the Dimensions and Impact of individuals' Future-oriented identity Predictions**

Cunningham, G. & Bednar, J.S.

This article introduces the construct of identity predictions—individuals' future-oriented, self-conceptual prophecies on the probability and positivity of becoming different future identities. We

draw on rich insights from the prospective psychology, possible selves, and positive identity literatures to shed light on how identity predictions operate and how they impact the self-concept and other important outcomes. We specifically investigate future work identities, where predictions are made in reference to employment contexts. In defining identity predictions, we bring to the surface the notion that individuals continuously assign both probability and positivity estimates to future identities, and that these estimates have important implications for people's work-role identity pursuit decisions and behaviors. Specifically, we posit that identity predictions are a key psychological process underlying the movement of possible identities into, out of, and within the self-concept, and that these predictions ultimately impact the degree to which people attend to (or neglect) and approach (or avoid) becoming future identities.

### **When and How We Feel Grateful at Work? Proposing the Study of Gratitude and Self-Compassion in Workplace**

Do, B. & Bartunek, J.M.

In this study proposal, we introduce the concept of self-compassion and illumine its role in experiencing gratitude at work in the context of receiving help. Self-compassion refers to ability to hold one's own feelings of suffering with a sense of warmth, connection, and concern (Neff, 2003). We propose that there is an individual difference in how employees are kind toward oneself in times of failure and recognize their own suffering (i.e., individual self-compassion) and there is also a variance among teams in how team members hold each others' feelings of suffering with kindness, understanding, and mindfulness (i.e., collective self-compassion). We hypothesize that for individuals having high individual self-compassion or those who belong to a self-compassionate team, receiving help is particularly likely to elicit the experience of gratitude, instead of indebtedness or any other negative responses, such as a sense of inferiority or powerlessness.

### **Exorcising the Ghost: The Resolution of Collective Mnemonic Ambivalence**

Do, B., Lyle, M.C.B., & Walsh, I.J.

Building on prior research on strategic memory use, we develop a theory of collective mnemonic ambivalence (CMA), exploring the ways in which past experiences in organizational contexts are remembered and evaluated to produce transcendental outcomes. This paper explains how processes of individual and collective memory work enable members to resolve their ambivalence through meaning transcendence, as individuals reinterpret their organization's past and come to appreciate the positive and negative character of their memories of it. This research draws on a study of the Studebaker Corporation and the mnemonic community of former employees and residents of South Bend, Indiana, where the company operated for over a century. We discuss the implications of this work for the organizational memory and positive organizational scholarship literatures as we shed light on the resolution of and resultant growth from the socially constructed, bottom-up process of CMA.

### **Actors at Play: High Quality Connections through Play in Community Theatre**

Garrett, L.E.

Organizational scholarship is increasingly realizing the individual and organizational value of fostering high quality connections (HQC) at work. However, minimal work has explored the conditions and

practices that foster HQCs at work—an important question as the organizational context presents unique challenges to experiencing human connection at work. The impersonal nature of organizational role structures, reinforced by norms of professionalism, often produce patterns scripted action and a sense of artificiality in workplace interactions. In this study, I draw on 800+ hours of observations and 68 interviews across six different community theatre productions to explore how castmates connect with each other in their roles. Specifically, I examine how actors humanize their role interactions by fostering a playful mode of engagement, holding in tension a sense of security and freedom in their roles. I aim to unpack the capacity of play to produce HQCs and the processes by which play is achieved.

### **Grit in the Workplace**

Giddings, D.P. & Glomb, T.M.

Recent studies of grit hold valuable implications for organizations; however, much remains unknown about the mechanisms behind how grit functions in the workplace. This study seeks to redress the focus of grit research in several ways: First, it seeks to understand ways in which grit affects employee responses to both negative and positive workplace conditions; second, it focuses on more traditional organizational settings; and third, rather than researching performance outcomes, which is common in most of the grit literature, this study seeks to understand how grit affects employee responses to work conditions more conducive to human flourishing, including social- and growth-based work outcomes. The sample for this study consists of panel data, including four years of longitudinal observations from more than 3,400 employees at a Fortune 500 company, and is currently being analyzed using hierarchical linear modeling techniques in R.

### **Seeking to Belong: How the Words of Internal and External Beneficiaries Influence Performance**

Green, P.I., Gino, F., & Staats, B.R.

Theories of relational motivation provide evidence that beneficiary contact can enhance prosocial motivation in jobs high in significance by influencing employees' perceived impact on these beneficiaries. Our study builds on these theories of relational motivation, suggesting that beneficiary contact can serve to influence prosocial motivation, even when tasks are routine and not significant, and objective beneficiary impact is negligible. Our study leverages the insight the employees are seeking to belong—and seek to enhance their sense of belongingness in work settings. We find, in a longitudinal field experiment of fruit harvesters, that though beneficiary contact with the overall customer did not significantly improve productivity, contact with an internal beneficiary that made connectedness salient yielded a persistent increase in productivity relative to a control group. We validate this effect in the lab, and provide evidence that the effect is mediated by an enhanced sense of belongingness.

### **The Moderating Role of Organizational Culture on the Relationship between Generous Identity and Organizational Citizenship Behaviors**

Gur, S.S. & Walker, L.S.

While research on generous behavior at the workplace continues to flourish, an important omitted variable that has predictive powers is generous identity. Generous identity (a person identity; Stets &

Burke, 2005) is the extent to which a person defines themselves as generous. The current study examines the relationship between generous identity and organizational citizenship behaviors (OCBs). Additionally, we test the moderating effect of organizational culture on the relationship between identity and behavior. We posit that collectivist organizational culture will strengthen the relationship between generous identity and OCBs, while an individualistic organizational culture will weaken the relationship between generous identity and OCBs. Results of this study will continue the accumulation of validation support for the generous identity construct and inform practice by guiding managers and organizations on how to encourage the enactments of generous behaviors in the workplace.

### **Embracing a "Lower" Purpose: Reconceptualizing Purpose in Purpose-Driven Organizing**

Hendricks, H.

A persistent challenge in the study of positive organizations is the assumption of “higher purpose” as a unifying and motivating force (e.g., Quinn & Thakor, 2014), without establishing clear boundaries around what purpose means or under what conditions higher purpose does or does not motivate employees. This lack of clarity complicates empirical work and limits practical and theoretical implications—even as new developments in the CSR and employee-organization relationship literatures bring new attention to the possibilities of purpose-driven organizing. Drawing on goal setting research and social identity theory, I propose a functional, two-part definition of higher purpose that extends the mechanisms of purpose-driven organizing into settings where a higher purpose may not be promoted by centralized change agents.

### **Growing as Givers: Why Some Experiences of Helping Others Stick with You and Help You Grow at Work**

Hinz, J.

The aim of this paper is to evaluate how connections with work beneficiaries contribute to the growth and development of a positive work-related identity. Through a series of propositions, I propose that meaningful interactions with beneficiaries can generate moments where a beneficiary is compelled to express gratitude to the benefactor. This expression of gratitude, when seen as genuine and deserving, can release positive emotions for the benefactor. These positive emotions then serve as an impetus for the benefactor to see how they can be helpful in ways beyond what they had previously thought possible, and change the way they understand the work they are engaged in.

### **Accepting Lower Salaries for More Meaningful Work**

Hu, J. & Hirsh, J.B.

A growing literature indicates that people are highly motivated to experience a sense of meaning and purpose in their work lives. The current set of studies explored the hypothesis that people are willing to accept lower salaries in order to obtain more meaningful work. In Study 1, participants reported lower minimum acceptable salaries when comparing jobs that they considered to be personally meaningful with those that they considered to be meaningless. In Study 2, an experimental enhancement of a job’s apparent meaningfulness lowered the minimum acceptable salary that participants required for the position. In Study 3, full-time employees who rated their current jobs as

being more meaningful also reported being less willing to leave their positions for higher paying jobs. These patterns of results remained significant when controlling for demographic factors.

### **Making Lemons out of Lemonade: Using Resourcing Theory to Explore Non-Profit Mission Directives**

Intindola, M., Flinchbaugh, C., & Hughey, S.

The importance of a mission statement within the nonprofit sector is well established. Despite this, there is little research devoted to crafting the perfect mission statement, one that directs employees in an intentional manner to assist in achieving organizational goals. To understand the explicit connection between the mission statements of NPOs and these goals, we draw on resourcing theory to depict how mission statements become valuable organizational resources by contributing to intentional employee action. In reviewing 23 articles on mission published in top nonprofit journals, 7 themes are identified to better understand how mission is resourced by NPOs. In synthesizing this literature, we extend the depth of mission research by considering how NPOs can create a mission statement purposefully aimed at directing employees to specific actions in order to reach their desired organizational outcomes.

### **Workplace Distractions Influence the Relationship Between Job Control and Emotional Exhaustion for Better, and for Worse**

Jachimowicz, J.M., Menges, J.M., Wihler, A., & Myrseth, K.O.R.

In the modern workplace, employees find themselves being increasingly distracted in their offices. This trend led us to ask how distractions affect the way employees behave and feel at work. We develop theory about how distractions serve as context in the workplace, and we test the propositions derived from a qualitative study in a quantitative multi-time point multi-source field study with 213 employees of a leading marketing and technology agency. For employees with plenty of distractions around and a positive attitude toward them, distractions serve as mini-breaks in the day that allow them to recharge and thus lower levels of emotion exhaustion, in turn leading to reduced turnover. For those with negative attitudes toward distractions, however, we found higher levels of emotion exhaustion. Our research shows that workplace distractions play an important role in the modern workplace and can affect employees for the better or the worse.

### **Lost Callings: The Role of Meaning in Declining Occupations**

Jiang, W. & Wrzesniewski, A.

As more occupations in the US shrink as a result of new technology and cheaper labor overseas, how individuals handle the loss of their occupations becomes an eminent question, especially for those who view the shrinking occupation as a calling. In this research, we aimed to understand how individuals cope with the loss of a calling occupation. Based on interviews with 72 former newspaper journalists, among whom 60 described newspaper journalism as a calling, we identified three phases individuals could go through: letting go, the search, and moving on, and two potential outcomes individuals could land on. We also found that the extent to which individuals endorse a cognitive tendency, which we called meaning fixedness, to view a work component as meaningful only in a specific occupational context drove their emotions and behaviors and influenced their transition outcomes.

### **Lost and Found at Work: A Process-Based Exploration of Post-Traumatic Growth After Psychological Lostness**

Jones Christensen, L.

Organizations need employees who can positively respond to changes and even traumas that increasingly occur both inside and outside of the work environment. However, scholarship drawn from the wilderness search and rescue literature suggests that employees may react to such changes by becoming psychologically “lost” at work—where lostness is associated with breakdowns in sensemaking and organizational performance. The positive opposite of this situation, reunification, represents the restoration of sensemaking and the possibility of growth and resilience at work. In this paper, I suggest the state of being psychologically lost at work constitutes a traumatic experience. I draw from literature on post-traumatic growth at work and use data from subjects who have recovered from being lost in the workplace or in the wilderness to suggest propositions about how the process of post-traumatic growth may unfold. This work responds to the call for more research on post-traumatic growth in occupational contexts.

### **Turning Dark into Light: Examining the Role of Empathy in Observer Responses to Leader Social Undermining**

Keeney, J.E., Melwani, S., Lebel, R.D., & Sharma, P.N.

Leader social undermining is a ubiquitous workplace phenomenon with detrimental consequences for targeted employees and organizations more broadly. Scholars have focused primarily on understanding ways to interrupt or attenuate undermining. In this paper, we explore the possibility that positive consequences may flow directly from undermining, due to the involvement of third-party observers. Observers are uniquely positioned to bring about positive outcomes in the wake of leader undermining, either by speaking up to the leader, or by providing help and emotional support to the undermined co-worker. Specifically, we propose that observers of undermining will tend to respond constructively because they feel empathy for the undermined co-worker. We further hypothesize that the empathy-mediated effect of undermining on constructive observer behaviors is moderated by the observer’s emotion regulation ability and closeness to the undermining leader. We test these hypotheses in a multi-wave survey study of workers in diverse industries, and a planned experiment.

### **Gratitude is the Best Attitude: The Benefits of Expressing Gratitude on Prosocial Behavior in Resource Distribution Exchanges**

Kong, D.T. & Belkin, L.Y.

Given the prevalent scholarly attention to the advantageous bargaining outcomes of expressed negative emotions, the potential benefits of expressed positive emotions remain relatively under-explored. In the present research, we explore how expressed gratitude, compared to expressed anger, disappointment, and no emotion, affects the perceiver’s motivation and prosocial behavior in resource distribution exchanges. In two experimental studies, we demonstrated that the prosocial-incentive function of expressed gratitude, compared to expressed anger (Study 1 & 2), disappointment (Study 2) and no emotions (Study 1 & 2), yields stronger prosocial behavior of the perceiver, driven by prosocial motivation. Importantly, enhanced prosocial motivation leads not only to better economic payoffs for the expresser, but also generates greater relational benefits indicated by the perceiver’s stronger

perceptions of partner benevolence and desire for future interactions. We conclude that expressing gratitude would not render strategic disadvantage, but rather generate both economic and relational benefits in resource distribution exchanges.

### **What Hybrids can Teach all Organizations about Managing for Meaningfulness**

Lavine, M. & Roussin, C.

This article explores how work meaningfulness can serve as a potent resource for all organizations and offers techniques for increasing and managing meaningfulness. Because hybrid organizations address overt social goals in addition to commercial goals they have the opportunity to generate meaningfulness from multiple sources. Work that combines a social and commercial mission can often be deeply meaningful yet simultaneously involves competing tensions. Hybrids must manage meaningfulness adeptly given the potency and complexity of their dual commercial and social aims. Therefore hybrid organizations offer considerable insight about managing meaningfulness. We share findings from the hybrid firm Seventh Generation, combined with insights from other researchers and a second small study conducted in non-hybrids, to develop a framework of tactics for promoting and managing work meaningfulness in all organizations.

### **Leadership Potential: A Growth Perspective**

LeBlanc, C.A., & Radhakrishnan, P.

We provide empirical evidence for the value in considering skills in addition to traits when studying leadership and when managing employees. Taking a growth perspective can democratize leadership in organizations if it means that employees who are not identified by managers as having leadership potential are nonetheless offered developmental opportunities. Designing training programs that target the right skills for development requires a clear understanding of how leadership competencies arise. Personality traits are known to predict leadership emergence and leadership effectiveness, but skills also play a crucial role. We investigated mechanisms by which personality may predict leadership performance in undergraduate Management students. Emotional Stability was positively related to leadership behaviors via self-esteem. Self-monitoring acted as a moderator between self-esteem and interpersonal leadership, but not between self-esteem and personal leadership. Our results support the need for organizations to focus on skill development rather than leader identification.

### **The Unintended Interpersonal Costs of Dishonesty: How Dishonesty Reduces Individuals' Ability to Detect and Empathize with Others' Emotions**

Lee, J.J., Hardin, A.E., Parmar, B., & Gino, F.

We extend behavioral ethics research by examining the impact of unethical behavior on one's social-cognitive abilities and subsequent behavior. In particular, we unpack how unethical conduct can reduce one's empathic accuracy, or ability to accurately read other people's emotional states. Empathic accuracy has been shown to be an antecedent to many interpersonal processes in organizations, such as prosocial behavior, collaboration, innovation, and leadership. Specifically, across four correlational and experimental studies utilizing physiological markers and multi-source responses of coworkers from the various organizations, we find consistent support for our main hypotheses. We find (1) a negative relationship between unethical behavior and empathic accuracy, (2) evidence

supporting our causal argument that unethical behavior reduces empathic accuracy, (3) a mediating role for individual physiological differences, and (4) that a lack of empathic accuracy reduces cooperation in organizations. We discuss the implications of our results for the literatures on behavioral ethics and relationships at work, as well as for practice.

### **Conformity or Commitment? An Inductive Study of Members Judgements of New Purpose Claims**

Lepisto, D.A.

Research suggests normative organizational purposes typically form through the actions and beliefs of founders. This raises a theoretical puzzle regarding how normative purposes form in established organizations who lack such founders. An inductive study of an athletic footwear and apparel company highlights the importance of members' judgements to explain whether new normative purposes become defining or a construed image. Findings suggest that members engage in second-order evaluations of organizations and their credibility. Credibility is influenced by perceptions of organizational character, conformity, and authenticity. These findings hold implications for theories of organizational identity and how organizations must navigate pressures to exhibit conformity and commitment.

### **Takes One to Know One? How Observers' Prior Experience with Pain Shapes Compassionate Responding**

Livne-Tarandach, R., Plews, E., & Rabelo, C.V.

Across two quasi-experiments conducted in lab settings, we examine the effect that firsthand prior experience with another's suffering has on the way observers notice, feel, sense-make, and act in response to another's expression of familiar pain. In Study A, a sample of graduate business students reacted to a video of a woman describing her suffering related to being passed over for a promotion. In Study B, a sample of undergraduate business students reacted to a video of a man's discussion of the challenges of navigating school as a first-generation college student. Across both studies, observers' prior experience with the suffering discussed in the video did not significantly affect noticing or feelings of empathic concern; however, participants with prior experience were more likely to question the sufferer's deservingness of help and less likely to communicate a response that actually alleviated the sufferer's pain. The study outlines the contributions for empathy and compassion field of research.

### **Toward a Relational Model of Compassion**

Livne-Tarandach, R.

The current study build and extends the compassion literature process and explore how sufferers and focal actors co-shape the compassion process? And how do experiences of compassion shape sufferers' and focal actors' subsequent encounter(s) with others' suffering?. To address these questions, I explore compassion episodes unfolding in a care-giving organization called Camp Magic. Camp Magic is a college student run, free, sleep-away summer camp that provides five days of programming for 90 healthy children (6-17 years old) "touched by a parent's cancer". The study combines four data sources: participant's observations, daily surveys, interviews with camp staff and campers and naturalistic observations at camp. Building on qualitative analysis of compassion episodes

unfolding at camp, I depict compassion as a relational process that unfolds when focal actors do not merely serve sufferers, but engage with, learn from, empower and receive help from sufferers.

### **Inspiring Proactivity by Elevating Meaning and Psychological Capital**

Lohse, A., Becker, J.K., & von der Oelsnitz, D.

Abstract: Proactivity is an important attribute not only for Positive Organizational Scholarship but also for innovative and adaptable corporations. By now, relatively little is known about possibilities to increase proactive behavior. We designed a training intervention on inspiring proactive behavior and validated the success of our training intervention empirically. Our conceptual model is drawing on “Can-do” and “Reason-to” motivational states (Parker, 2010). We performed our training intervention with two groups of university students, n=23. To investigate the effect of the intervention students answer three questionnaires at three points, the third questionnaire is still outstanding.

### **Transforming Identity through an Ethic of Care: Subversion as Interdependency**

Lyons, B.J., & Johnson T.D.

Organizational scholarship on diversity and inclusion has aimed to understand practices that can enable individuals with devalued social identities to bring their true and full selves to work. We argue that, although effective in some ways, existing conceptualizations of inclusion might limit individuals' capacity to bring their true and full selves to work by relying on rational and objectified understandings of social identity that limit possibilities for subjectivity (i.e., self-definition and expression). In this paper, we integrate theories of identity work with feminist care ethics to articulate practices that enable for the subversion of social identity norms and broaden possibilities for subjectivity. We argue that subversion is rooted in caring relationships and we surmise that caring relations function interdependently with rational objectification to generate novel and more complex social identity forms. Our theory informs novel understandings of identity subversion processes, inclusion in organizations, and outcomes of inclusion.

### **All Hands are Needed: Emotion and Resilient Organizing by West African Diaspora Communities in Response to the 2014-2015 Ebola Outbreak**

Manning, R.E.

Existing literature shows that emotions play a critical role in individual resilience to disaster, but say less about how emotion relates to collective resilience. I focus on “resilient organizing,” the process by which groups of people work together to activate, combine, and recombine resources to respond and adapt successfully to adverse events. I examine the response to the 2014-2015 Ebola outbreak by global diaspora communities from Sierra Leone. Using abductive analytic techniques, I combine retrospective interviews with real-time data from diaspora organizations, online public conversations, and my own experiences working on the response to Ebola. I find that shared emotional experiences helped connect members of the diaspora to the crisis, and generated a sense of urgency and efficacy that convinced many to get involved. I develop the concept of “emotional modulation” and show how activists sought to strategically shape their communities' collective emotional landscape in order to facilitate resilient organizing.

**Constructing Ourselves: A Phenomenological Investigation of Black Clergywomen's Positive Identity Construction in Leadership**

McCluney, C.L.

The purpose of this study is to explore how individuals with marginalized social identities may cultivate positive work identities in leadership roles. Drawing from the positive identity framework set forth by Dutton, Roberts, and Bednar (2010), I examine how Black clergywomen may perceive their gender, racial, and class identities as integrated and complementary to their professional identity. In this study, I conducted life narrative interviews with 28 Black clergywomen, and utilized an interpretive phenomenological analysis to capture their sensemaking processes within a social structural framework. Analyses are ongoing. Initial findings signal that Black clergywomen's experiences nuance our theoretical conceptualization of leadership, and demonstrates unconventional socialization into the clergy profession. I anticipate that this study will illustrate multiple pathways for constructing positive work identities as members of marginalized social identity groups.

**The Board of Directors' Involvement in a Firm's Strategic Decision Making Processes: The Individual BOD Member Leadership**

Nahum N. & Carmeli, A.

The BOD's involvement in SDM has a significant impact on a firm's strategic orientation and choices. Less is known about the context in which BOD members decide to become involved in SDM processes and the dynamics that emerge within the group. Using a qualitative methodology, we create the linkage between the context and dynamics in the board as a group, the board's leadership style and individual board members' traits, and, as a result, the BODs' involvement in SDM. Our findings re four boards' archetypes and the way the context and environment in each archetype influence BOD's functioning and effectiveness, are consistent and supported by the POS approach. We shed some light on the way the environment within the board, i.e. trust, shared values and professional collaboration, versus lack of those, enables or disables open and professional discussion, and encourages or challenges individual board members trying to promote board's effectiveness.

**Stacking Bricks or Building a Cathedral: How Affective Shifts Shape Perceptions of Daily Task Significance**

Nielsen, J.D. & Colbert, A.E.

Although research on task significance has enjoyed a resurgence recently (Grant, 2012; Grant, 2008; Grant et al., 2007), the majority of research examining task significance has assumed that daily experiences underlie employees' global perceptions of work characteristics, mostly neglecting within-individual variations. Addressing these issues, we examine the dynamic role of affective shifts in shaping daily variation in perceptions of task significance. In an experience sampling study of 42 individuals over 10 work days, we find that, consistent with personality systems interaction theory, increases in positive affect and decreases in negative affect during the workday promote particular modes of information processing that facilitate perceptions of task significance. In turn, daily task significance significantly predicted helping and withdrawal behaviors. Average daily task significance was found to predict individual -level job satisfaction over and above global evaluations of task

significance, suggesting that daily variations in significance may offer important insights into work behavior and well-being.

### **When the Going Gets Tough, What Keeps Job Seekers Thriving? A Relational Perspective on Job Search**

Nurmohamed, S. & Ong, M.

Previous research on the job search suggests that job seekers experience adversity but assumes that it stifles them. However, we examine the way in which job seekers learn and rebound from the adversity they experience. We develop and test a theoretical framework for understanding how job seekers' daily learning and vitality—also known as thriving—is shaped by the interpersonal treatment that they experience from individuals around them. Using an experience sampling study among 204 low-income job seekers collecting government assistance, we find that interpersonal mistreatment is negatively associated with thriving, whereas interpersonal opportunity reframing—a form of relational support that enables job seekers to view adversity as challenges that can be overcome—was positively associated with job seekers' thriving. Moreover, we introduce and find support for the moderating role of an underdog reactance orientation—defined as the extent to which individuals are motivated when they are underestimated by others—in shaping these effects. We discuss theoretical implications for the job search and self-adaptation literatures.

### **Promoting Compassionate Work Culture and Humane Leadership through Emotion Skills Interventions**

Paakkanen, M., Martela, F., & Pessi, A.B.

Compassion has emerged as an important research topic both within psychology (Goetz et al., 2010), and within organizational research (Dutton et al., 2014) as it has been shown that compassion can be trained, and such training has been associated with various positive outcomes including positive affect and social connectedness (Weng et al., 2013; Fredrickson et al., 2008). We conducted a non-meditation-based compassion and emotion skills intervention study in organizations, where managers were given a 6\*3 hour training course in emotion skills and compassion, and the feelings of the managers (n = 158) and their subordinates (n = 146) were measured before, after, and 6 months after the intervention. The results show that, compared to the control group, the managers exhibited increased sense of emotional competence, reduced fear of expressing compassion, and marginally more compassionate motivation. Additionally, managers' subordinate-rated servant leadership and autonomy support improved significantly as compared to the control group.

### **When High-Tech Meets High Touch: Exploring how Communication Modalities Affect Coaching**

Passarelli, A., Van Oosten, E., & Varley, M.

Coaching has grown significantly in practice and scholarship over the past three decades. Coaching in organizations is widely embraced as a strategy for developing leadership capacity. A growing body of scholarship has also paralleled the expanded popularity providing evidence for coaching outcomes and relationships. However, work to date has largely ignored the influence of communication modalities being swiftly adopted in coaching engagements to facilitate virtual connection. Media richness refers to the extent to which a communication modality allows for immediate feedback, exchange of

nonverbal cues, expression of one's natural language, and personal customization of the message. We suggest that media richness plays an important role in achieving both the relationship and learning outcomes aims of coaching. This paper provides conceptual considerations for examining the influence of communication modalities and media richness on coaching relationships and outcomes and suggests these variables to be fertile ground for vibrant empirical inquiry.

### **The Impossibility Threshold: Perceiving and Learning from Others' Success**

Quinn, R.W., Myers, C.G., Kopelman, S., & Simmons, S.

This study examines how employees' perceptions of other people's performance influences the employees' motivation to learn. Previous research suggests that motivation to learn is higher after learning about failure than after learning about success. We introduce the idea that motivation to learn can also be high when people learn about extreme success, defined as success that has crossed a perceived threshold from possible success to presumed impossible success. We tested these ideas in a sample of emergency room clinicians with stories of other clinicians' failures, successes, and extreme successes. We assessed clinicians' empathy for the protagonists of the stories, their perceptions of performance in those stories, and their motivation to learn after each story was presented. Empathy for story protagonists had a positive effect on clinicians' perceptions of the protagonist's performance only when the protagonist experienced failure or extreme success. We also found a curvilinear relationship between a clinician's perception of the protagonist's performance and the clinician's motivation to learn. This supported our proposed impossibility threshold. We discuss the theoretical and practical implications of these findings for research on learning in organizations.

### **Developing Generative Relationships in Digital Work: Relational Resilience in Online Labor Markets**

Rahman, H.A.

Online labor markets (OLMs), such as Upwork and Amazon Mechanical Turk, provide a platform that instantly connects millions of people around the world for work, at a speed and scale that was, just a short time ago, unimaginable. The relationships in OLMs bear some resemblance to both offline client-contractor relationships and traditional manager-worker relationships working in distributed settings, but also differ on important dimensions. Many of the differences stem from the structure of OLMs, which combines elements of market and electronic-mediated work. This means that the client-contractor relationships unfold with limited face-to-face interaction, few shared norms, and a tenuous contractual commitment – factors that make collaboration difficult. Drawing on an inductive analysis of the real-time communication between clients and contractors in an OLM, I introduce the concept of relational resilience: the emergent actions clients and contractors take to facilitate, preserve, and improve their work relationship to achieve positive work outcomes.

### **Where you End and I Begin: Understanding how Cognitive Boundaries Enable Effective Creative Partnerships**

Rouse, E.D.

Creative work is a social process that requires effective collaboration between individuals. Accordingly, theories account for the ways that creativity takes place in teams and groups, as well as the role that social networks play in shaping creativity. What has largely escaped scholars' attention, though, is the

role that creative partnerships play in creative work within organizations. The purpose of this paper is to develop a social-psychological perspective of creative partnerships that focuses on how, during collaboration, partners shape cognitive boundaries between and around each other and the work they jointly produce. I theorize how the collaborative stances people take in creative partnerships shape partners' interactions, relational quality, and work quality over time. In integrating theories of identity, psychological ownership, and relationships, this paper advances our understanding of what inhibits and enables effective creative collaboration.

### **Mindfulness in the Workplace: Implications for Ethical Behavior**

Spreitzer, G. & Long, E.C.

Our research focuses on the role of mindfulness in the workplace. We consider two sets of work-related outcomes associated with employee mindfulness. One set of studies examines helping behaviors and demonstrates how these kinds of relational behaviors are mediated by empathy and positive emotions (Spreitzer, G., Cameron, L., Zhang, C., work in progress). A second set of studies examines the direct role of state mindfulness in reducing unethical behavior, how an everyday factor like sleep affects mindful states, and the role of moral "rules of thumb." This work finds that insufficient sleep undermines state mindfulness levels and ethical behavior, and that individuals' automatic moral tendencies are particularly powerful in guiding moral behavior in these moments (Long, E.C., Christian, M.S., Welsh, D.T., & Slaughter, J.E., Younge, A.N., work in progress). Integrating initial findings across these studies, we discuss opportunities for future research on work related outcomes that stem from being mindful at work.

### **The Path of Considerable Resistance: Resourcing Critical Stakeholder Perspectives for Authentic Organizational Transformation**

Steckler, E.

The recently popular saying "haters gonna hate" captures a focal entity's disregard of another's negative viewpoint, and especially of the particular critique directed toward the entity. The rationale for dismissing the critical perspective of another is that mitigating or changing the adverse opinion is considered unlikely, particularly given perceived or actual predispositions of the other to harbor such unfavorable views. A "haters gonna hate" response to perceptions of entrenched criticism or resistance effectively translates to "if you can't beat them, ignore them." This reflects a commonly held view that the resistance of others is likely to be unyielding, problematic, and ideally avoided. While this assumption has been used to contextualize and explain the behavior of actors at the individual level (Hepler & Albarracin, 2013), it also merits consideration – and serious reconsideration – through a positive organizational scholarship lens at the organizational level.

### **Distinguishing Excellence from the Extraordinary**

Thiel, K.

The investigation and cultivation of extraordinary outcomes and the processes that produce them are considered key to positive organizational scholarship (Cameron and Caza, 2004; Dutton, Glynn and Spreitzer, 2006). However, positive organizational scholarship has also been explained as "the development of individual, group and collective strengths that represent forms of individual and

collective excellence” (Dutton & Sonenshein, 2007). Building on an analysis of management literature perspectives on excellence and the extraordinary, and sociological perspectives on deviance, I create an organizing framework which positively reframes Merton’s typology of deviance (1938) to describe a spectrum of high performance, distinguishing excellence from the extraordinary. This typology should stimulate analytical thinking within the field of positive organizational scholarship about claims to excellence versus the extraordinary. Further, it is my hope that the typology will provoke thinking about how to classify outliers and extreme cases, and how to research them with rigor.

### **Achieving the Common Good through Experiential Organizing: Extending Relational and Bureaucratic Pathways for Organizations with Purpose**

Thomas, N.K., Sugiyama, K., Rochford, K.C., Stephens, J.P., & Kanov, J.M.

Extant literature has advanced understanding of organizational practices that foster mutually caring and collaborative worker interaction. Attempting to institutionalize these practices surface tensions that have yet to be examined and addressed. The symbolic work of embedding relationships in roles fosters positive relational and organizational outcomes, yet failure to attend to the subjective experience of these roles may forestall desired outcomes. In this paper, we address this potential for misalignment by theorizing intersections between key organizational tensions in relational and bureaucratic organization intents and symbolic and experiential work. In the intersection of these tensions we identify a typology of practices and highlight the differential goods they can beget. We further demonstrate how experiential work can be integrated with symbolic work in a way that enables organizations to achieve a sustainable synthesis between bureaucratic and relational intentions. We propose that experiential organizing is achieved in the movement among each of intersections.

### **Thinking about “Us”?: A Gender Sensitive Examination of Relationship Thoughts and Relationship Quality among US Workers**

Warren, M.A., & Warren, M.T.

Women experience greater risks at work than men, suggesting women may need to be more sensitively tuned to the quality of their relationships with coworkers. Specifically, links between high-quality coworker relationships (HQR) and adaptive (relationship-enhancing, network-expanding) and maladaptive (distress-maintaining) relationship thoughts may be stronger for women than men. We surveyed 468 employees (49% women) and tested these ideas along with the invariance of relationship measures across genders. Findings revealed full metric and scalar invariance, indicating that the measures functioned equivalently across genders. Moreover, HQR was negatively associated with distress-maintaining thoughts for women but not men, despite similar levels of distress-maintaining thoughts across genders. In contrast, HQR was positively associated with relationship-enhancing and network-expanding thoughts for women and men. These findings underscore the importance of HQR for both genders while suggesting that managers should be mindful of issues (e.g., discrimination) that may undermine women’s HQR and fuel distress-maintaining thoughts.

### **A Relational Perspective to Compassion: Definition and Scale Development of Relational Compassion**

Wei, H.

I introduce a relational perspective to compassion to emphasize the mutuality and shared experience between the giver and the receiver in the compassionate process. Three dimensions of relational compassion are proposed, that is, encountering, authentic communicating, and experiencing together. A scale of relational compassion is developed following a series of procedures such as item generation, content adequacy assessment, dimensionality examination, construct validity, and criterion validity. Further matched data is needed to examine this construct at the dyadic level.

### **Moral Identity and Earnings Reporting Quality: Evidence from Service Academy Graduates as Executives and Directors**

Wesley, C.L., & Martin, G.

In this study we examine whether senior leaders' prior ethical leadership training is associated with less earnings management. Using Aquino and Reed's (2002) conception of moral identity as internalization and symbolization, we suggest internalization is an antecedent to symbolization whereby firm executives and directors that receive formative ethical leadership training (i.e. internalization) are less likely to manage earnings (i.e. symbolization). We find that firms with service academy graduates serving as executives and directors report earnings restatements more frequently yet each restatement is of a smaller magnitude, are timelier, and utilize less aggressive accounting than firms without service academy graduates as executives or directors. This suggests that individual ethical leadership training yields tangible positive organizational outcomes.

### **Are You Sure You Will Have Time for That? Future Time-slack as a Barrier to Participation in the Sharing Economy**

Whillans, A.V., & Dunn, E.W.

Consumer participation in the sharing economy often requires planning ahead, such as by deciding to hire a housecleaner before Sunday afternoon arrives. Building on this insight, we document a previously unexplored barrier to participation in the sharing economy: most people believe that the future will be less busy than the present. Specifically, we conducted a naturalistic field experiment with the US sharing economy company TaskRabbit (N=78,726). We randomly assigned participants to read an email linking the future to the present or to read one of two emails reminding participants that TaskRabbit can save time. Prompting people to think that they will be as busy tomorrow as they are today increased the likelihood that consumers would open the TaskRabbit email and that they would click a link to purchase various TaskRabbit services. By making the future feel as busy as the present, we can encourage consumers to buy time.

### **Being Known: The Positive Direct and Moderating Effects of Received Leader Perspective Taking on Follower Performance and Discretionary Behavior**

Williams, M., Kluemper, D. & Wang, S.

We seek to add to the growing body of research on received relationality. We argue that received perspective taking reflects perceptions of open communication that increase task performance and

mitigate negative behaviors even in the face of negative feelings of contempt. Thus, we disentangle two core elements of interpersonal relationships: understanding and specific emotions. Using a multi-rater sample of 243 dyadic relationships between employees and their supervisors, we find that employee's perceptions of received perspective taking are positively related to supervisors' rating of employees' task performance and negatively related to their deviant behavior. As predicted, the experience of received perspective taking also mitigates negative outcomes related to feelings of contempt for one's supervisor. For high levels of received perspective taking, contempt was positively related to task performance and negatively related to deviant behavior. The opposite was found for low levels of received perspective taking

### **Art and Organizing that Enlivens**

Worline, M. & Murchison, C.

Because organizing can enliven or deaden us (e.g. Bartunek, 2003; Dutton, 2003), we need theories of organizing that capture and hold life at their core. To quote the well-known poet, David Whyte, "Art is the act of triggering deep memories of what it means to be fully human." Adopting Behar's (2007) notion of "blurred genres," this working paper presents organizational ethnography of organizing that enlivens woven together with poetry, philosophy, reflection, and organizational theory in order to create a richer picture of organizing that enlivens.

### **More Is Less: Learning but Not Relaxing Buffers the Relationship between Job Stressors and Deviance**

Zhang, C., Mayer, D.M., & Hwang, E.B.

Workplace deviance harms the well-being of an organization and its members. Unfortunately, theory and prior research suggests that deviance is associated with job stressors, which are endemic to work organizations. To address this conundrum, we explore actions individuals can take at work to reduce the positive relationship between job stressors and deviant behavior. Drawing upon conservation of resources theory and the work recovery literature, we examine a resource-building activity (i.e., learning something new at work) and a demand-shielding activity (i.e., taking time for relaxation at work) as potential boundary conditions. In two studies with employee samples, we consistently find support for the buffering role of learning but not for relaxation. Therefore, although relaxation is an option that employees may naturally turn to for counteracting work stress, our findings suggest that, when it comes to alleviating deviance in stressful work environments, learning something new at work might be more effective.

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# Notes

## Conference Transportation Schedule

### Bus Schedule from/to Michigan Ross and Conference Hotel

<b>TUESDAY, MAY 9</b>	
<b>MORNING/AFTERNOON SCHEDULE</b>	
<b>The Graduate, Ann Arbor</b>	<b>Ross School of Business</b>
11:30 AM	11:40 AM
11:45 AM	11:55 AM
12:00 PM	12:10 PM
12:15 PM	12:25 PM
12:30 PM	12:40 PM

<b>EVENING SCHEDULE</b>	
<b>Ross School of Business</b>	<b>The Graduate, Ann Arbor</b>
8:45 PM	8:55 PM
9:00 PM	9:10 PM
9:15 PM	9:25 PM
9:30 PM	9:40 PM
9:45 PM	9:55 PM
10:00 PM	10:10 PM

<b>WEDNESDAY, MAY 10</b>	
<b>MORNING SCHEDULE</b>	
<b>The Graduate, Ann Arbor</b>	<b>Ross School of Business</b>
7:00 AM	7:10 AM
7:15 AM	7:25 AM
7:30 AM	7:40 AM
7:45 AM	7:55 AM

<b>AFTERNOON SCHEDULE</b>	
<b>Ross School of Business</b>	<b>The Graduate, Ann Arbor</b>
12:30 PM	12:40 PM
1:00 PM	1:10 PM
1:30 PM	1:40 PM
2:00 PM	2:10 PM
2:30 PM	2:40 PM