

9TH BIENNIAL

POS RESEARCH CONFERENCE

Illuminating Research for a Positive Future



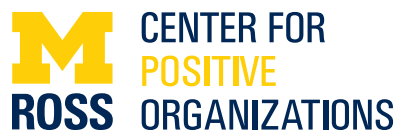
JUNE 5-6, 2019

ROSS SCHOOL OF BUSINESS
UNIVERSITY OF MICHIGAN
ANN ARBOR, MICHIGAN, USA
POSRESEARCHCONFERENCE.COM

INSPIRING RESEARCH AND INSPIRING SCHOLARS

The **2019 POS Research Conference** shares and advances qualitative and quantitative research in the field of Positive Organizational Scholarship (POS). This biennial gathering of scholars promotes research that inspires and enables leaders to build high-performing organizations that bring out the best in people.

Presented by:



Sponsored in part by:



06.05 | SCHEDULE

9:00 - 10:00 AM

Registration & Refreshments

WINTER GARDEN

10:00 - 11:30 AM

Welcome

ROBERTSON AUDITORIUM

Introduction: Center for Positive Organizations

Founders' Panel

Dean's Welcome

11:30 AM - 12:30 PM

Lunch

WINTER GARDEN

12:30 - 2:30 PM

Research Track Sessions #1

VARIOUS LOCATIONS

2:30 - 3:00 PM

Refreshment Break

WINTER GARDEN

3:00 - 5:00 PM

Research Track Sessions #2

VARIOUS LOCATIONS

5:15 - 6:15 PM

Hors d'oeuvres & Visual Presentations

WINTER GARDEN

6:30 - 8:00 PM

Dinner

TAUBER COLLOQUIUM
6TH FLOOR

DAY 1

06.06 | SCHEDULE

8:00 - 8:30 AM

Breakfast

WINTER GARDEN

8:30 - 9:15 AM

*Award for Outstanding Published Article in POS
Recipient's Keynote Presentation*

ROBERTSON AUDITORIUM

9:30 - 11:30 AM

Research Track Sessions #3

VARIOUS LOCATIONS

11:30 AM - 12:45 PM

Lunch

WINTER GARDEN

12:45 - 1:45 PM

Teaching Workshops

VARIOUS LOCATIONS

2:00 - 3:00 PM

Tool Workshops

VARIOUS LOCATIONS

3:00 - 3:45 PM

Refreshment Break & Meaningful Connections

WINTER GARDEN

3:45 - 5:00 PM

*Best Visual Presentation Award
Looking Towards the Future: An Emerging Research
Agenda For POS
Conference Closing*

ROBERTSON AUDITORIUM

DAY 2

CONFERENCE OPENING

LOCATION ROBERTSON AUDITORIUM

MAIN STAGE
SESSIONS

10:00 - 11:30 AM

WELCOME

Mari Kira, Research Director, Center for Positive Organizations, Michigan Ross
Amy Young, Consortium Faculty Director, Center for Positive Organizations, Michigan Ross
Hilary Hendricks, Doctoral Student Affiliate, Center for Positive Organizations, Michigan Ross
Eun Bit Hwang, Doctoral Student Affiliate, Center for Positive Organizations, Michigan Ross

Welcome from your 2019 POS Research Conference organizers.

INTRODUCTION: CENTER FOR POSITIVE ORGANIZATIONS

Wayne Baker, Faculty Director, Center for Positive Organizations, Michigan Ross

The Center for Positive Organizations is a world-class research center that has been the hub of Positive Organizational Scholarship since 2002. Our mission is to inspire and enable leaders to build high-performing organizations that bring out the best in people. We are a catalyst for the creation and growth of positive organizations.

THE FOUNDERS' PANEL

Kim Cameron, Core Faculty, Center for Positive Organizations, Michigan Ross
Jane Dutton, Core Faculty, Center for Positive Organizations, Michigan Ross
Robert E. Quinn, Core Faculty, Center for Positive Organizations, Michigan Ross

In 2003, Jane Dutton, Kim Cameron, and Robert Quinn published the groundbreaking volume *Positive Organizational Scholarship (POS): Foundations of a New Discipline*, which initiated the field of POS and provided a foundation for POS scholars around the globe. In this panel conversation, the three founders discuss their vision for POS, progress made so far, current puzzles, and points of future promise.

Moderated by Gretchen Spreitzer, Core Faculty, Center for Positive Organizations, Michigan Ross

DEAN'S WELCOME

Scott DeRue, Edward J. Frey Dean of Business, Stephen M. Ross Professor of Business, University of Michigan

Welcome from Dean DeRue.

DAY 1

CRAFTING POSITIVE IDENTITIES AND ENACTING OUR BEST SELVES IN THE NEW WORLD OF WORK

LOCATION R0320

RESEARCH TRACK
SESSIONS #1

12:30 - 2:30 PM

Host: Brianna Barker Caza, University of Manitoba

This session will feature research on positive identities and identity work in the new world of work. We will explore the challenges and opportunities individuals and organizations face in building and maintaining positive work identities in the age of the 24-7 workplace, the gig economy, hybrid jobs, dual career couples, globalized careers, and other emerging forms of work and organizing. Research in this session will examine the identity and image processes that individuals, dyads, and collectives engage in to create and sustain multiple positive personal, role, relational and collective identities, and the contextual variables that constrain or enhance these processes. In addition, we will explore the mechanisms underlying the construction and maintenance of both positive identities and positive selves. Finally, we will discuss the impact of positive self-construction processes on individual, relational and organizational flourishing.

Mixed Messages: Organizational Impression Management and Conflict Over Occupational Identity Definition

Natalya Alonso, University of British Columbia

Making It in the Gig Economy: A Research Agenda for Individuals in the New World of Work

Susan J. Ashford, University of Michigan
Brianna Barker Caza, University of Manitoba
Erin Reid, McMaster University

Empowered and Staying or Exploited and Leaving? How Career Biography and Expectations Shape Work Experiences and Pathways for Contingent Workers

Lindsey Cameron, University of Michigan

Grappling with the Present and the Future: Multiple Work Identities and Work Identity Ambidexterity

Yifeng Fan, Georgia Institute of Technology

Reflecting on One's Best Possible Self as a Leader: Implications of Authentic Self-Expression for Professional Employees at Work

Remy Jennings, University of Florida
Klodiana Lanaj, University of Florida

A New Way of Working: Towards a Theory of the Gig Economy

Brittany Lambert, University of Colorado Boulder
Ksenia Keplinger, University of Colorado Boulder
Russell Cropanzano, University of Colorado Boulder

The (In)Secure Self: Organizational Members' Response to a Living Wage Initiative

Lumumba Seegars, Harvard Business School
Erin Reid, McMaster University
Lakshmi Ramarajan, Harvard Business School

DAY 1

POSITIVE EMOTIONS AT WORK

LOCATION R1240

RESEARCH TRACK
SESSIONS #1

12:30 - 2:30 PM

**Hosts: Joyce Bono, University of Florida
Michelle Duffy, University of Minnesota
Theresa Glomb, University of Minnesota**

In this session, we will explore how positive emotions contribute to flourishing among individuals, teams, and organizations. The session will provide the opportunity to consider the use of positive emotions to build personal, interpersonal, and organizational resources. Moreover, we will consider the dynamics and mechanisms through which positive emotions influence outcomes and spread through teams and organizations.

Thanks for Everything: A Quasi-Experimental Field Study of Expressing and Receiving Gratitude

Ryan Fehr, University of Washington, Seattle
Xiaoming Zheng, Tsinghua University
Lynda Song, Renmin University of China
Yirong Guo, Renmin University of China

A Relational Perspective on Employee Voice: How Prosocial Emotions Shape Decisions About and Outcomes of Speaking Up

Emily Heaphy, University of Massachusetts Amherst
Jacobia Lilius, Queen's University
Elana Feldman, University of Massachusetts Lowell

Surface Acting Can Be Good – Or Bad: The Influence of Expressing Inauthentic Emotion on Burnout, Absenteeism, Commitment and Patient Complaints

Matthew LaPalme, University of Pennsylvania
Julio Pertuze, Pontificia Universidad Catolica de Chile
Felipe Rojas, Pontificia Universidad Catolica de Chile
Pilar Espinoza, Universidad San Sebastian

Emotional Culture of Anxiety and Its Antidote – An Emotional Culture of Companionate Love: Implications for Individuals, Teams, and Financial Performance in a Healthcare Setting

Olivia (Mandy) O'Neill, George Mason University
Sigal G. Barsade, University of Pennsylvania
Francesco Sguera, Catolica-Lisbon School of Business and Economics

Song of Sorrow: A Longitudinal Study of Work-Related Grief and Its Impact on Work Relationships During Organizational Change

Olivia (Mandy) O'Neill, George Mason University
Angelica Leigh, University of North Carolina at Chapel Hill
Elizabeth Stillwell, University of Minnesota

Emotions and the Entrepreneur: An Evaluation of the Impact of Mindset and Emotions on Achievement and Motivation in Undergraduate Entrepreneurship Students

Suzanne Siegle, Concordia University

Grateful or Slimy? The Witness-Recipient Difference in Perceived Authenticity of Gratitude Expressions at Work

Ayana Younge, University of North Carolina at Chapel Hill

DAY 1

POSITIVE ETHICS IN ORGANIZATIONS

LOCATION R1220

RESEARCH TRACK
SESSIONS #1

12:30 - 2:30 PM

Host: David Mayer, University of Michigan

This session will include research examining ethics in organizations from a positive lens. Examples of relevant research include studying virtues, moral character, interventions for unethical conduct or promoting prosocial behavior, becoming one's best self, and more.

Contingent Courage: The Effect of Personal Characteristics and Risk Type on Courageous Behavior

Moran Anisman-Razin, Duke University

Sim Sitkin, Duke University

Ronit Kark, Bar Ilan University

Moral but Dominant: When Do-Gooders Get Derogated

Feng Bai, Hong Kong Polytechnic University

Wei Wu, Hong Kong Polytechnic University

Shiyao Bao, Hong Kong Polytechnic University

Mitigating Immoral Pro-Other Consequences of Felt Obligation in Repeated Interpersonal Exchanges

Liuba Belkin, Lehigh University

Dejun Kong, University of Houston

Exploring Right-vs-Right Dilemmas: How Firefighters Experience and Manage Loyalty Tensions

Karim Ginena, University of Virginia

Call Me by My True Names: Understanding Stakeholder Identity

Marc Lavine, University of Massachusetts Boston

Proud of Virtuousness and/or Competence? How Organizational Reputation Impacts Employee Behaviors

Rachel Sturm, Wright State University

Phil Jolly, Penn State University

Scott Williams, Wright State University

Can a Mobile Ethics App Be Used to Promote Ethical Employee Behavior? Evidence from a Field Experiment

Abhijeet Vadera, Singapore Management University

Boon Heon Tan, Singapore Management University

Don Ferrin, Singapore Management University

DAY 1

HIGH QUALITY CONNECTIONS AND POSITIVE RELATIONSHIPS AT WORK - SESSION 1

LOCATION R1210

RESEARCH TRACK
SESSIONS #1

12:30 - 2:30 PM

**Hosts: Emily Heaphy, University of Massachusetts Amherst
Beth Schinoff, Boston College**

This session addresses High Quality Connections (HQCs) and positive relationships at work by considering the conditions, contexts, and behaviors that promote and sustain meaningful human connections in the workplace. We will explore research on the key contributors to and outcomes of HQCs and positive relationships at work in terms of cognitive, emotional, behavioral, and social processes. This session will also cover the importance of HQCs and positive relationships for individuals and collectives across a variety of organizational contexts.

THEME 1: TRANSFORMATIVE POTENTIAL OF HQCS

Representing the Shield: A Dynamic View of Relationship Orientation in the NFL

Lyndon Garrett, Boston College
Greg Fetzer, Boston College
Jacob Brown, Boston College

Identity Partners: Facilitating Construction of Counternormative Work Identities

Elise Jones, Boston College

On Being Navigational Guides in Times of Lostness

Mrudula Nujella, University of Michigan

The Transformational Potential of High-Quality Cross-Race Friendships

Belle Rose Ragins, University of Wisconsin-Milwaukee
Kyle Ehrhardt, University of Colorado Denver

Daringly Caring: The Risky Business of High-Quality Connecting at Work

Joanne Sundet, BI Norwegian Business School
Arne Carlsen, BI Norwegian Business School

THEME 2: NEW RESEARCH ON MENTORS AND COACHES

A Relational Path to Personal Growth and Development: Formal Mentors and the Experience of Self-Expansion at Work

Paul Green, University of Texas Austin
Grace Cormier, Harvard Business School
Francesca Gino, Harvard Business School

The Effect of Personality Traits, Trust Inclination and Positive Assessments of the Trustworthiness of a Coach on Trust Behavior in a Coaching Relationship

Marita Heyns, North-West University
Nicky Terblanche, University of Stellenbosch

Qualitative Accounts of Executive Coaching Outcomes

Angela Passarelli, College of Charleston
Ellen Van Oosten, Case Western Reserve University

DAY 1

CRAFTING MEANINGFUL WORK

LOCATION R1240

RESEARCH TRACK
SESSIONS #2

3:00 - 5:00 PM

Host: Doug Lepisto, Western Michigan University

In this session, researchers will explore how to create a sense of meaning and purpose in organizations. We are particularly interested in investigations that examine 1) how to create a sense of meaningfulness around an organization's purpose and mission, 2) social, cultural, and institutional dynamics that impact meaningfulness, 3) the effects of digital technology, distributed work, and contingent work on meaningfulness, and 4) new outcomes of meaningful work for individuals, organizations, and society.

Serving Two Masters: The Critical Role of Identity Narratives as Organizationally Embedded Professionals Respond to Proposed Functional Boundary Changes

Jeffrey Bednar, Brigham Young University

Gabrielle Cunningham, Oxford University

Marina Biniari, Aalto University

Kurt Sandholtz, Brigham Young University

Meaning in and at Work: Distinctions, Outcomes, and Implications

Anirban Kar, Simon Fraser University

A. R. Elangovan, University of Victoria

It's Not Always Sunny in Rationally Rich Jobs: The Influence of Negative Beneficiary Contact

Jordan Nielsen, Purdue University

Amy Colbert, University of Iowa

The Role of Personal Resources in Work Engagement Development in Traditional Organizations Compared to Digital Work Platforms

Ilona Toth, LUT University

Sanna Sintonen, LUT University

Aino Kianto, LUT University

Meaningful Work and Negative Emotions: Strategies to Combat the Effects of Negative Emotions on Meaning at Work

Sarah Ward, Columbia University

Modupe Akinola, Columbia University

Prosocial for All the Right Reasons: The Cascading Nature of Perceived Sincerity in Corporate Volunteering Programs

Jessica Rodell, University of Georgia

Kristie Rogers, Marquette University

Tyler Sabey, University of Georgia

DAY 1

POSITIVE CHANGE IN ORGANIZATIONS

LOCATION R0320

RESEARCH TRACK
SESSIONS #2

3:00 - 5:00 PM

Host: Karen Golden-Biddle, Boston University

In this session we will examine emerging ways of conceptualizing positive change in organizations and the processes involved in building collective strength and resilience. The session will also provide the opportunity to consider the role of small acts of change in setting the stage for larger scale change efforts and factors that are key in sustaining an organizational culture that promotes continual change.

How Motown Provided Behind-the-Scenes Support to the Civil Rights Movement

Jean Bartunek, Boston College

Benjamin Innis, Boston College

Positive Culture Change in Global Universities

Kim Cameron, University of Michigan

A Positive Inquiry with Front-Line Providers and People Suffering from Opioid Use Disorder (OUD): Best Practices from the Heart of the Opioid Crisis

Thomas Huber, Ohio State University

Revising the Past: The Role of Individual Sensemaking in Organizational Identity Change

Matthew Lyle, University of Massachusetts Amherst

Ian Walsh, University of Massachusetts Amherst

Bogdan Prokopovych, University of Massachusetts Amherst

The Appreciative Organizing Scale (AOS): A Basis for Understanding Positive Organization Development and Change

Ignacio Pavez, Universidad del Desarrollo

Joyful Mind, Happy Body: Preliminary Findings from a New Online Self-Care Program That Reframes Healthy Behavior as a Strategy for Joy and Meaning

Michelle Segar, University of Michigan

DAY 1

POSITIVE ORGANIZATIONS AND SUSTAINABILITY

LOCATION R1220

RESEARCH TRACK
SESSIONS #2

3:00 - 5:00 PM

**Hosts: Erica Steckler, University of Massachusetts Lowell
Oana Branzei, Western University**

This session will cover research on the commonalities and intersections across the fields of POS and Sustainability Scholarship. We will explore the similarities across the fields in terms of flourishing among humans, organizations, and natural resources. Topics will include the meanings of positive deviance, mechanisms of flourishing, and stewardship of sustainable systems that are shared across the two fields.

Toward an Organizational Identity-Based Theory of the Firm: New Assumptions for More Positive Social Impact
Shelley Brickson, University of Illinois at Chicago

Empowering the 99%...One ESOP at a Time! A 3-Phase, Mixed-Methods Study of Employee Owned Company Acquisitions
Suzanne Cromlish, Saint Xavier University

How Sustainability Change Agents Build and Draw Upon Their Resilience: An Identity-Based Process Perspective
Sara Graves, Simon Fraser University

Human Sustainability, Relational Coordination, and Worker Outcomes: A Conceptual Framework
Elli Meleti, University of Glasgow

Pride and Purpose: Entrepreneurship in Extreme Circumstances
Pablo Munoz, University of Liverpool Management School
Oana Branzei, Western University
Jonathan Kimmitt, Newcastle University

The Hidden Nature of Sustainable Agribusiness: An Appreciative Approach Across the Value Chain
Pamela Robinson, Case Western Reserve University

DAY 1

HIGH QUALITY CONNECTIONS AND POSITIVE RELATIONSHIPS AT WORK - SESSION 2

LOCATION R1210

RESEARCH TRACK
SESSIONS #2

3:00 - 5:00 PM

**Hosts: Emily Heaphy, University of Massachusetts Amherst
Beth Schinoff, Boston College**

This session addresses High Quality Connections (HQC) and positive relationships at work by considering the conditions, contexts, and behaviors that promote and sustain meaningful human connections in the workplace. We will explore research on the key contributors to and outcomes of HQCs and positive relationships at work in terms of cognitive, emotional, behavioral, and social processes. This session will also cover the importance of HQCs and positive relationships for individuals and collectives across a variety of organizational contexts.

THEME 3: CHANGING NATURE OF THE RELATIONAL CONTEXT OF WORK

Working Together, Alone: Relationships, Community, and Identification for Newcomers in Corporate Coworking Spaces

Hilary Hendricks, University of Michigan
Gretchen Spreitzer, University of Michigan
Pete Bacevice, University of Michigan
Brittany Mallory, Business Research Group

Do You Care to Share? The Interpersonal Risks and Rewards of Sharing Personal Information with Colleagues

Natalie Longmire, University of Texas at Austin

Transient Relationships with Transient Colleagues

Kevin Rockmann, George Mason University
Elizabeth George, University of Auckland
Marie-Rachel Jacob, Emlyon Business School

Closeness is Complicated: Enabling the Positive Functioning of Affection, Attraction, and Intimacy at Work

Bess Rouse, Boston University
Beth Humberd, University of Massachusetts Lowell

THEME 4: HQCS AND ORGANIZATIONAL OUTCOMES

Emotional Capital in Work Relationships: Do Daily Positive Interactions Buffer Against Set-Backs at Work?

Jochen Menges, University of Zurich
Sarah Kern, FOM Stuttgart
Leander De Schutter, Erasmus University

The Relational Context in which Envy Influences Organizational Citizenship Behavior: The Power of Respectful Engagement

Natalie Shefer, Tel Aviv University
Abraham Carmeli, Tel Aviv University

Positive Chair-CEO Work Relationships as a Source of Knowledge Creation Capability and Collective Resilience

Yossef Srour, Tel Aviv University
Abraham Carmeli, Tel Aviv University

Helping Behavior and Social Capital Formation

Jose Uribe, University of Michigan
Wayne Baker, University of Michigan

DAY 1

VISUAL PRESENTATIONS

LOCATION WINTER GARDEN

VISUAL
PRESENTATIONS

5:15 - 6:15 PM

Please visit all 19 visual presentations. Conference attendees are invited to cast their votes for the Best Visual Presentation during this session.

Identity Construction During Bridge Employment

Bethany Cockburn, Northern Illinois University

Work-life Balance Practices and Workplace Attitudes in Private Hospitals in Jordan

Hannah Diab, University of Jordan and Taghrid Suifan, University of Jordan

The Effects of Identification on Helping Behavior in Service Organizations

Kathryn Doiron, Claremont Graduate University

How Can Arts Enhance Employee Resilience and Productivity?

Sargam Garg, California State University, Sacramento

Phoenix from the Ashes: Post-traumatic Growth Through Identity Work and Emotion Work

Swati Ghulyani, Indian Institute of Management Indore and Ranjeet Nambudiri, Indian Institute of Management Indore

Power to the People: A Reciprocal Relationship Between Empowerment and Workplace Deviance

Mirit Grabarski, Western University

Risky Business: Rethinking the Relationship Between Risk and Resilience

Mirit Grabarski, Western University

Transformation to a Positive Quality Culture

Norm Howe, Validation & Compliance Institute

Positive Ethics in Amish Business

Sunny Jeong, Wittenberg University; Tim Bode, Wittenberg University; and Heath Queen, Wittenberg University

Work Life after Trauma: Embarking on a Journey of Growth

Erica Johnson, Case Western Reserve University

Can We “White Lie” About Our Employees’ Motivation? Effects of Intrinsic Motivational Misunderstanding

Mijeong Kwon, University of Michigan

Yoga Meditation and Management Education

Maria Lai-Ling Lam, Calvin College

Unlocking Creative Potential Beyond Ideas: Creativity as a Psychological Orientation

Jennifer Lynch, London Business School

Job Satisfaction, Persistence, and Callings in Work: How Leaders Can Retain Committed Employees

Ellen McMahan, Eastern Kentucky University

Amplification of Positive Deviance as a Strategy in the Fight Against Administrative Corruption in Nigeria

Abubakar Muhammad, Pan-Atlantic University and Ngozi Okpara, Pan-Atlantic University

Establishing a Nomological Net for ‘Authenticity at Work’ Using Meta-Analysis

Ajay Ponnappalli, Florida International University; Chen Wang, Florida International University; and Brooke Buckman, Florida International University

Does Organizational Justice Affect Turnover-Intention in a Developing Country?

The Mediating Role of Job Satisfaction and Organizational Commitment

Taghrid Suifan, University of Jordan; Hannah Diab, University of Jordan; and Ayman Abdallah, University of Jordan

Examining the Effects of Resilience on Stress, Grit, and Academic Performance in Business Undergraduate College Students

Leslie Sukup, Ferris State University; Russell Clayton, University of South Florida; and Kenneth Embry, Saint Leo University

Leisure Hacking: How Incorporating Work into Leisure Increases Thriving and Inspires Proactive Behaviors

Kate Zipay, University of Oregon and Jessica Rodell, University of Georgia

OUTSTANDING PUBLISHED ARTICLE IN POS

LOCATION ROBERTSON AUDITORIUM

AWARD &
KEYNOTE

8:30 - 9:15 AM

AWARD FOR OUTSTANDING PUBLISHED ARTICLE IN POS

Wayne Baker, the 2019 Award Committee Chair, is presenting this award

The Award for Outstanding Published Article in POS was established in 2008 to recognize outstanding scholarship in POS and to encourage research in this growing field. The award is given biennially in conjunction with the Center for Positive Organizations' POS Research Conference.

AWARD RECIPIENT'S KEYNOTE PRESENTATION

Kristie M. Rogers, Marquette University

We are pleased to announce that the recipient of the 2019 Award for Outstanding Published Article in POS is "Seeing More than Orange: Organizational Respect and Positive Identity Transformation in a Prison Context."

The article was written by Kristie M. Rogers (Marquette University) and coauthors Kevin G. Corley and Blake E. Ashforth (Arizona State University) and published in *Administrative Science Quarterly* (2017).

DAY 2

POSITIVE ORGANIZATIONAL CULTURE

LOCATION R1240

RESEARCH TRACK
SESSIONS #3

9:30 - 11:30 AM

Host: Olivia (Mandy) O'Neill, George Mason University

In this session, we will explore the pillars of positive organizational cultures (i.e., cultures that allow the organization to survive and its employees to thrive), strategies for creating and sustaining such cultures, and their impact on employee engagement, well-being, and performance, and organizational outcomes such as innovation, safety, and financial metrics. We will consider a variety of factors contributing to positive organizational cultures, including but not limited to leadership styles and behavior, the experience and expression of discrete emotions, an ethical climate, virtuous practices, high quality connections, meaning-making after negative events, and prosocial behaviors.

Do Ask, Do Tell? The Effects of Leader Feedback-Sharing and Feedback-Seeking, Leader Humility, and Follower Growth Mindset on Team Psychological Safety

Constantinos Coutifaris, University of Pennsylvania
Adam Grant, University of Pennsylvania

The Microfoundations of Stakeholder Theory: Employee Stakeholder Orientation, Job Satisfaction, and Perspective Taking

Karim Ginena, University of Virginia
Bidhan (Bobby) Parmar, University of Virginia
Andrew (Andy) Wicks, University of Virginia

Why Seeing Growth-Mindset at Work Matters, Especially for Those Who Grew Up with Little: First-Generation Employees Feel Comfortable Asking for Advice When They Believe Their Manager Is an Incremental Theorist

Inhyun Han, University of Virginia
Peter Belmi, University of Virginia
Melissa Thomas-Hunt, Vanderbilt University

Positive Museology: A Framework for Meaningful Museums

Kiersten F. Latham, Kent State University

Design Thinking and Its Influence on Organizational Empathy and Energy

Lisa Ruiz, AbbVie, Inc.

A Positive Leadership Case Study at the Intersection of Evidence and Practical Application

Suzi Skinner, Roar People

DAY 2

COMPASSION IN ORGANIZATIONS

LOCATION R1230

RESEARCH TRACK
SESSIONS #3

9:30 - 11:30 AM

Host: Monica Worline, Stanford University

This session will explore theoretical and empirical work on the expression of compassion in organizations, including work that explores the process of expressing compassion and research on the impact it has for employees, colleagues, and the larger organization. We will delve into various mechanisms by which compassion is organized, coordinated, or spread throughout an organizational setting, including the relevance of leadership, relationships, structures, and cultures for creating or amplifying compassion at work.

The Role of Self-Separation in Empathic Concern Towards Others

Kyle Dobson, Northwestern University

Rachel Ruttan, University of Toronto

Ashley Hardin, Washington University

Andrew Todd, University of California, Davis

Self-Compassion at Work: A Self-Regulation Perspective on Its Beneficial Effects for Work and Home

Remy Jennings, University of Florida

Klodiana Lanaj, University of Florida

You Jin (YJ) Kim, Temple University

Swift Sense of Community: Exploring How Artifacts Can Be Resourced for the Emergence of a Swift Sense of Community in Temporary Organizations

Reut Livne-Tarandach, University of Oregon

Hooria Jazaieri, Northwestern University

Cultivating Compassion in Leaders: Utilizing Shamanic Methods

Sandra Molendyk/Minnis, Yorkville University and Gonzaga University

Organizational Compassion Dampens Workplace Bullying Amongst Healthcare Staff

Ace V. Simpson, University of Technology Sydney

Ben Farr-Wharton, University of Technology Sydney

Roslyn Prichard, University of Technology Sydney

Aglae Hernandez Grande, University of Technology Sydney

Impacts of Compassion on Focal Actors' and Sufferers' Well-Being: The Role of Self-Serving and Other-Oriented Motivations

Hongguo Wei, University of Central Oklahoma

Shaobing Li, Miami University

Jason Kanov, Western Washington University

DAY 2

(IN)EQUITY AND (IN)JUSTICE IN ORGANIZATIONS SEEKING TO DO GOOD

LOCATION R1220

RESEARCH TRACK
SESSIONS #3

9:30 - 11:30 AM

Host: Courtney McCluney, University of Virginia

In striving for inclusion, organizations must face hard truths including the underrepresentation of marginalized employees (e.g., women of color) in leadership, pay and wage inequities, and experiences of injustice in the forms of harassment and mistreatment. These truths are also present in organizations that seek to “do good” such as nonprofits, community organizations, and social enterprises. In this session, we will examine how “good” organizations grapple with inequities and injustices towards crafting an inclusive environment. We especially invite research that explores these concepts in non-traditional workplaces.

Positive Conflict and Inclusion in Organizations

Estelle Archibold, Case Western Reserve University

Determinants of First Authorship: Equity, Equality, or Need?

David Balkin, University of Colorado Boulder

Len Trevino, Florida Atlantic University

Markus Fitza, Frankfurt School of Finance & Management

Luis Gomez-Mejia, Arizona State University

Dilemmas Around Embracing the Culture Expert Identity at Work

Sandra Cha, Brandeis University

Laura Morgan Roberts, Georgetown University

Stephanie Creary, University of Pennsylvania

Andy Molinsky, Brandeis University

The Moderating Effects of Gender on the Relationships Between Gratitude Expression and Perceived Job Performance

Boram Do, Wayne State University

Ivett (Viva) Nsair, Wayne State University

Sharon Sheridan, University of North Dakota

Voices Rising: A Narrative Inquiry into Black Women U.S. Government Senior Service Members' Professional Identity Construction at the Intersection of Race and Gender

Amina Gilyard James, The George Washington University

Is There a Positive Side to Stigma? A Model of Organizational Assets Arising from the Experience of Stigma

Gabrielle Lopiano, Emory University

Melissa J. Williams, Emory University

Ex-Offenders and Work: An Interdisciplinary Review and Research Agenda

Ajay Ponnappalli, Florida International University

Chen Wang, Florida International University

Hock-Peng Sin, Florida International University

DAY 2

POSITIVE LEADERSHIP: WHAT WE KNOW FOR SURE

LOCATION R1210

RESEARCH TRACK
SESSIONS #3

9:30 - 11:30 AM

Host: Amy E. Colbert, University of Iowa

Positive leadership can be defined in terms of the positive behaviors or perspectives exhibited by the leader, the experienced quality of the leader-follower relationship, or the positively deviant outcomes that result from leadership. In this session, we will explore current theories of and empirical findings regarding positive leadership. We will consider how current research has been shaped by concerns about leadership construct proliferation and what we know for sure about the development and impact of positive leadership. We will also discuss how insights about positive leadership can more effectively impact leadership practice.

Women's Leadership Aspirations Go Up When Their Supervisors Are More Feminine

Katherine Bae, University of Michigan

David Mayer, University of Michigan

An Inclusive Framework of Flourishing Leaders and Positive Leadership

Tracy Chang, Rutgers University

Rebecca Baelen, University of Pennsylvania

Empowering Leadership for One and All: Is Identification with Empowering Leaders Contingent on Both Leader and Subordinate Gender?

Shengming Lui, Peking University

Zhi Lui, Peking University

Michele Williams, University of Iowa

Wang Hui, Peking University

Transformational Leadership: Keeping the Baby While Throwing Out the Bathwater

Ryan Quinn, University of Louisville

Bret Crane, Utah State University

Antecedents and Outcomes of the Fundamental State of Leadership

Ryan Quinn, University of Louisville

Bret Crane, Utah State University

Edward Wellman, Arizona State University

Travis Thompson, American Express

Virtuous Leadership and Virtues-Centered Moral Identity: A Social-Cognitive Framework

Gordon Wang, George Brown College

Rick Hackett, McMaster University

DAY 2

GROWTH AND RESILIENCE AT WORK

LOCATION R0320

RESEARCH TRACK
SESSIONS #3

9:30 - 11:30 AM

Host: Sally Maitlis, Oxford University

This session will provide the opportunity to explore processes of individual and collective growth and resilience at work. We are keen to hear about research on growth both that develops out of positive, supportive contexts, and that emerges from the suffering associated with adverse and even traumatic experiences. We also welcome work on resilience at the individual, team or organizational level, especially studies that examine the mechanisms underpinning processes of positive adaptation in the face of significant challenge.

Comparing Grit and Hardiness to Understand Trait Resilience

Arran Caza, University of Manitoba

Brianna Barker Caza, University of Manitoba

Mehri Baloochi, University of Manitoba

How the Experience of Growing-From-Challenges Becomes a Resource for Individuals and Organizations

Eun Bit Hwang, University of Michigan

Must Have Slipped Through the Cracks Somehow: How Professionals in Training Cope with Feelings of Impostorism

Richard Gardner, University of Nevada, Las Vegas

Jeffrey Bednar, Brigham Young University

Bryan Stewart, Brigham Young University

James Oldroyd, Brigham Young University

Yes, We (Still) Can! Team Resilience in the Workplace

Silja Hartmann, LMU Munich

Matthias Weiss, Ruhr-University Bochum

Martin Hoegi, LMU Munich

Started from the Bottom? The Role of Underdog and Favorite Narratives in Shaping the Effects of Prior Discrimination on Performance

Samir Nurmohamed, University of Pennsylvania

Timothy Kundro, University of Pennsylvania

Christopher Myers, Johns Hopkins University

Work Matters: Formerly Incarcerated Men's Resiliency in Reentry

Catrina Palmer, Rutgers University

Johnna Christian, Rutgers University

Identity Resilience and Recovering from Shame: A Process Theory

Edward H. (Ned) Powley, Naval Postgraduate School

Frank J. Barrett, Naval Postgraduate School and Fielding Graduate University

Support and Resilience in "Men's Work" Through Shared Anger

Kimberly Ramsdell, Boston College

DAY 2

TEACHING WORKSHOPS

TEACHING
WORKSHOPS

12:45 - 1:45 PM

TEACHING AN ELECTIVE ON POSITIVE RELATIONSHIPS AT WORK

LOCATION R1240

Jane Dutton, University of Michigan
Sally Maitlis, Oxford University
Arne Carlsen, BI Norwegian Business School

We will share resources, ideas, exercises, cases and assignments useful for building and delivering a course (for undergrads or MBAs) on Positive Relationships at Work.

THE ESSENCE OF POSITIVE LEADERSHIP: TEACHING THE HELIOTROPIC EFFECT AND HELPING PEOPLE FIND THEIR IMPLICIT THEORY OF SOCIAL EXCELLENCE

LOCATION R1230

Kim Cameron, University of Michigan
Robert E. Quinn, University of Michigan

Positive organizational scholarship draws attention from conventional social patterns to patterns that exceed expectations. In examining social excellence, new concepts emerge. These can be employed to make a difference in the world. One example is the heliotropic effect. Science suggests that all living systems are drawn towards that which is life giving, and repelled by that which is toxic. This basic observation, and others like it, have profound implications for leadership and organizing. When we teach such concepts to executives they tend to show great interest. When we ask to how they might apply the concepts, they tend to show great hesitancy. To apply the concepts would mean acting outside existing norms. To help them deal with their fears, we have learned to help them access their own, unconscious theories of social excellence. This process increases their willingness to experiment with becoming positive deviants. In this session we will discuss how to teach the heliotropic effect and how to help students access their own theory of social excellence.

DAY 2

TEACHING WORKSHOPS

TEACHING
WORKSHOPS
12:45 - 1:45 PM

MAGNIFY IMMERSION PROGRAM

LOCATION B1570

Betsy Erwin, University of Michigan
Stacey Scimeca, University of Michigan
Monica Worline, Stanford University

The Magnify Immersive class, offered through the Center for Positive Organizations for undergraduates, is a unique action learning experience grounded in POS. Magnify engages students in learning POS research and applying it in partner organizations in a format that is designed around the principle of mutual benefit in a vibrant learning community. This workshop is designed to share the principles that have guided the development of Magnify and to inspire attendees to imagine creating vibrant classrooms and designing their own program of action learning and POS. We will involve attendees in an interactive design-thinking inspired activity that demonstrates one of the central tools that helps students apply POS research effectively in their partner organizations.

TEACHING POS: WHERE HAVE WE BEEN AND WHERE MIGHT WE GO?

LOCATION R1210

Marc Lavine, University of Massachusetts Boston

After a brief, interactive review of POS teaching-related exercises, practices, course designs, and deeper pedagogical thinking developed over that last decade, we will generate ideas about how to build on and deepen this rich vein of work to support our own teaching and learning. We will also discuss a call for papers of a planned journal special issue on the intersection of POS and teaching/learning and encourage attendees to submit work or serve as reviewers.

DAY 2

TOOL WORKSHOPS

TOOL
WORKSHOPS
2:00 - 3:00 PM

EXPERIENCE THE REFLECTED BEST SELF EXERCISE: AN APPLIED, STRENGTHS-BASED TOOL

LOCATION R1240

Esther Kyte, University of Michigan
Monica Worline, Stanford University

All of us can recall our own extraordinary moments, those moments when we felt that our best self was brought to light, affirmed by others, and put into practice. These memories are seared into our minds as moments when we felt alive, true to our deepest selves, and pursuant of our full potential as human beings. Over time, we accumulate these experiences into a “portrait” of who we are and what we do when we are at our personal best. This “best self portrait” is a resource we call on to build confidence, help us make decisions, have courage, prepare and see possibilities for the future, and be resilient in the face of challenges. The Reflected Best Self Exercise™ (RBSE™) enables people to develop their best selves by seeing glimpses of their own greatness. In this session, participants will get an overview of the RBSE tool and the theoretical background, as well as learn how to use the full RBSE tool in different contexts.

CULTURAL CHANGE

LOCATION R1230

Amy Young, University of Michigan
Mike O'Brien, The Pacific Institute

Leaders may strive to create a positive organizational culture, but how do they know when they hit the mark? We developed the BluePrint Culture Assessment Tool to help leadership understand how they shape employees' implicit beliefs about workplace expectations that either limit or liberate human potential and connection. This interactive session illustrates the fundamental principles behind the tool and reveals how we intentionally or unintentionally shape the beliefs and behaviors of those around us.

DAY 2

TOOL WORKSHOPS

TOOL
WORKSHOPS
2:00 - 3:00 PM

THE POSITIVE ORGANIZATIONAL LEARNING MAP

LOCATION R1220

Chris White, University of Michigan

Sometimes it can be hard to introduce the principles and practices of positive organizations in an engaging and systematic way. This fun and interactive exercise helps people better understand the journey to building a positive organization, using visual aids, research, examples, and dialogue questions.

JOB CRAFTING EXERCISE

LOCATION R1210

Meredith Myers, University of Pennsylvania

The Job Crafting™ Exercise is an interactive tool that allows you and your teams to create a visual plan for redesigning your job to better suit your values, strengths, and passions. The result is a more optimal fit between you and your job, boosting engagement, satisfaction, resilience and productivity.

This session highlights fundamentals of job crafting science, strategy and practice. It also showcases for the first time the online version of the Job Crafting Exercise, a new medium that you can leverage to support your teams.

DAY 2

CLOSING SESSIONS

LOCATION ROBERTSON AUDITORIUM

MAIN STAGE
SESSIONS

3:45 - 5:00 PM

BEST VISUAL PRESENTATION AWARD

Mari Kira and Amy Young are presenting this award

Based on votes cast during the Visual Presentation Session, we are pleased to announce the winner of the 2019 Best Visual Presentation Award.

LOOKING TOWARDS THE FUTURE: AN EMERGING RESEARCH AGENDA FOR POS

Jody Hoffer Gittel, Brandeis University

Andrew Knight, Washington University in St. Louis

Michael Pirson, Fordham University

Scott Sonenshein, Rice University

Concluding the 9th biennial POS Research Conference, Jody Hoffer Gittel, Andrew Knight, Michael Pirson, and Scott Sonenshein reflect on the emerging research agenda for POS, while also sharing their insights on the best ways to work together as a research community to maintain the momentum of POS.

Moderated by Gretchen Spreitzer

CONFERENCE CLOSING

Mari Kira, Amy Young, Hilary Hendricks, and Eun Bit Hwang offer closing remarks

DAY 2