University of California at Berkeley
Thriving in Science Program

"How Positive Leadership and Positive Culture Can Affect the Success of Berkeley Scientists"

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Ross School of Business
• Thank you very much for inviting me to participate with you.

• Thanks especially to Troy Lionberger for much assistance and support.
Objectives

- Highlight empirically based practices that have emerged from research in positive organizational scholarship. These practices affect the performance of individuals and organizations.

- Help you identify at least one practical activity that will enhance your personal effectiveness, the effective of your relationships, and/or the performance of your work organization.

- A one percent change is enough.
Some Resources

centerforpos.com
Criteria for Content

• Empirical foundation – **Validity**

• Theoretical grounding – **Explanation**

• Successful application - **Utility**
The Importance of Perspective

The pick-up was traveling about 75 mph, from right to left, when it crashed through the guardrail, flipped end-over-end, bounced off and across the culvert outlet, and landed right-side-up on the left side of the culvert, facing the opposite direction. The 22-year-old driver and his 18-year-old passenger were unhurt.
The Importance of Perspective
The Importance of Perspective
A Deviance Continuum

**Individual:**
- Physiological: Illness → Health → Vitality
- Psychological: Illness

**Organizational:**
- Economics: Unprofitable → Profitable → Generous
- Effectiveness: Ineffective → Effective → Excellent
- Efficiency: Inefficient → Efficient → Extraordinary
- Quality: Error-prone → Reliable → Perfect
- Ethics: Unethical → Ethical → Benevolent
- Relationships: Harmful → Helpful → Honoring
- Adaptation: Threat-rigidity → Coping → Flourishing

**Deficit gaps**

**Abundance gaps**

**SOURCE:** Cameron, 2003.
Explanation

Focusing on Abundance Gaps

The Heliotropic Effect
Research Illustrating Heliotropism

- The Pygmalion Effect
- Positive Emotions
- Positive Imagery
- Groups of Gratitude, Positive, Approach Goals Versus Ingratitude, Negative, Avoidance Goals
- Positive Relationships
- Positive Energy
- Strengths Orientation

SOURCES: See Cameron & Lavine, 2006; Cameron, 2007 for references
Effects of Abundance - Individuals

Comparisons between individuals characterized by the right-hand factor compared to the left-hand factor have shown dramatic differences:

Gratitude Journal versus Frustration Journal
Capturing the Best versus Capturing the Worst
Virtuous condition versus Non-virtuous condition

- more antibodies after vaccines
- stronger genetic expression
- more mental alertness, acute and long lasting memory, and faster learning
- Enhanced filtration, bodily fluid exchange, energy efficiency, coherence
- more inquisitiveness, creativity, and exploration
- higher levels of productivity and quality performance
- recovery from disease, and avoidance of depression after spouse loss

SOURCES: See Cameron & Lavine, 2006; Cameron, 2007 for references
Brief Application

• Share ideas regarding at least one way in which you currently apply, or in which you could apply, the practice of *gratitude* in your organization or in your work.

• You have only 3 minutes.
Fostering Gratitude

(1) Gratitude Journal

(2) Gratitude Visit or Letter

(3) Gratitude Cards

(4) Positively Embarrass

(5) Letter to Families
Emotions and Health

Changing Heart Rhythms

FRUSTRATION

APPRECIATION

© Copyright Institute of HeartMath Research Center
Mental acuity is greater when positive events are imagined compared to negative events.

Coherence of Physiological Activity

At the highest levels of heart coherence, the power spectrum of the heart peaks at 0.1 hertz (the ideal).

Coherence refers to the coordinated oscillation of heart and brain rhythms.

SOURCE: McCraty & Childre, 2004
Engendered positive emotions enhance vagal nerve functioning and, consequently, long-term wellness.

SOURCE: Cohn & Fredrickson, 2011
Brief Application Exercise

Turn to your partner sitting next to you. Take a half a minute to share (1) something that has occurred in the past month for which you are profoundly grateful, or (2) the best thing that has happened to you this month.

Tell the story associated with this incident.

You will have about a half minute each.
Positive Relationships

• The presence of positive relationships predict:
  – Recovery from surgery
  – Incidence of prostate cancer
  – Immunity to colds and flu viruses
  – Incidence of heart attacks
  – Ability to cope with stress (oxytocins)
  – Worker satisfaction and productivity
  – Life expectancy

• Due to hormonal, cardiovascular, and immunity responses in the body.

An Explanation for Relationship Effects

- Goals of entering freshmen (Crocker)
- Kidney dialysis patients (Brown)
- Borders
  - Hand hygiene prevents you from catching diseases.
  - Hand hygiene prevents patients from catching diseases.
    - 0% increase
    - 33% increase
- Predicting change in hospitals (Grant)
Brief Application

• Identify one way in which you currently apply, or in which you could apply, the principles associated with *contribution* in your organization or your relationships.

• You have only 3 minutes.
Capitalizing on Strengths

- Identifying people’s strengths (and what they do right) and building on them creates more benefit than identifying weaknesses (or what they do wrong) and trying to correct them.
- Managers who spend more time with their strongest performers (rather than the weakest performers) achieved double the productivity.
- In organizations where workers have a chance to “do what they do best everyday,” productivity is one and a half times greater than in normal organizations.
- People who are given feedback on their strengths are significantly more likely to feel highly engaged and to be more productive than people who are given feedback on their weaknesses.
- Students who are given feedback on their talents have fewer days of absenteeism, less tardiness, and higher GPAs than students who get no feedback on their talents.

SOURCE: Gallup
An Energy Network

“When you interact with this person, how does it affect your energy level?”

A De-energizing Network

Hierarchy
- Yellow = Associate
- Green = Manager
- Red = Associate Principal
- Blue = Principal & Director

Positive Energy Can Be Developed

De-energizing network

Hierarchy
- Non-Supervisors
- Supervisors

De-energizing network without the supervisors

Hierarchy = Non-Supervisors
Information Sharing and Energy

Information sharing network

Information flow in de-energizing networks
Density in Energy Networks

**Energizing**

Density = 69%

**De-energizing**

Density = 6%

ANALYSIS: Baker, 2010
Positive Energizers

• Those who positively energize others are higher performers. Position in the *energy* network is four times the predictor of performance compared to position in *informational or influence* networks.

• Positive energizers tend to enhance the work of others. People who interact with or are connected to energizers also perform better.

• High performing firms had three times as many positive energizing networks than low performing firms.
Impact of Positive Energy on Individuals

Positive Energy of the Unit Leader

- Job Satisfaction: p < .001
- Well-Being: p < .001
- Engagement: p < .001
- Enrichment of Families: p < .001
- Performance: p < .01

SOURCE: Owens, Baker, & Cameron, 2014
Impact of Positive Energy on Units

- Positive Energy of the Unit Leader
  - Cohesion (p < .001)
  - Team Learning Orientation (p < .001)
  - Experimentation / Innovation (p < .001)
  - Performance (p < .01)

SOURCE: Owens, Baker, & Cameron, 2014
Rhonda Cornum who, as a major and a flight surgeon with the 229th Attack Helicopter Regiment during the first Gulf War, boarded a search-and-rescue flight on Feb. 27, 1991, looking for the pilot of downed a F-16 fighter in the Iraqi desert near Basra. Her Blackhawk was shot down. Five of the eight crew members were killed. Cornum and two others were taken prisoner by the Iraqi army.

"Let me tell you something about my own experience," she said. "So I got shot down. The next thing I know some Iraqi soldier is dislocating the shoulder in my already broken arm. I thought, 'Well, at least I'm not dead. I'm a prisoner of war. As we were crashing, I remember thinking I had two options. Either I'd be dead, or I'd be captured. Being captured was better. I could still wiggle my fingers and that was good, because I knew we were really good at doing orthopedics.

"Then this guy put a gun at the back of my head. I was thinking, This is really not going to go well, is it? So I decided to think of something positive, and I was really wracking my brain trying to come up with something. I thought, well, I've had a chance to have a great life. I've had a great husband and a great kid. I've had the chance to do a lot of really great things. And at least it won't hurt, which is a better end than a lot of people get. Then I heard the gun go 'click,' and I thought, well, this isn't that bad after all."

So what if you're not a highly motivated, highly accomplished, incredibly positive person like Rhonda Cornum, 55, who has been a steeplechase rider, who wears Airborne and Air Assault tabs on her uniform, who not only has a doctorate in biochemistry but also a medical degree and specialties in surgery and urology, who has run the Army's Landstuhl Hospital in Germany, who has written a best-selling book in which she dismissed her sexual assault by her Iraqi captors as "not the biggest deal of my life." Is this unnatural?

"These things are teachable," she said.
Yeah, But . . .

• Come, on. This a bit too soupy and syrupy.
• Is a positive approach to change just a white-wash of serious challenges?
• Isn’t the job of a scientist to solve problems, focus on errors and aberrations, and disprove the null hypothesis?
• In light of the core principles of the scientific method, what is the relevance of virtuousness and an abundance culture to our scientific organizations?
Common Behavior
Why Do Negative Factors Get Our Attention?

A systematic bias exists in people that shows that the occurrence of negative factors are more powerful than positive factors—“Bad is stronger than good.” SOURCE: Baumeister, et al. 2001

- People are more affected by one traumatic or negative event than by one positive or happy event.
- People are more affected emotionally and do more mental work from a single negative piece of feedback than from a single positive piece of feedback.
- Evolutionary theory suggests why: If people ignore negative information, it could be dangerous. If they ignore positive feedback, it only causes regret.
- Therefore, it is not surprising that negative phenomena get more attention than positive phenomena. It takes conscious effort to focus on abundance.
The Implication is **NOT:**

- Just smile and everything will be fine
- Make sure you only give praise
- Avoid competition and a desire to win
- Never criticize your people
- Don’t worry about problems and obstacles
- Just be enthusiastic
The Implication IS:

- Inducing positive states has significant impact on individuals’:
  - Physical health
  - Mental health
  - Brain activity
  - Nervous system
  - Social relationships
  - Work productivity
  - Contributions to the organization

- Unlock employee potential by capitalizing on the heliotropic effect.
How About Organizations?

• Getting a group of positive people together does not make for a positive organization.

• Organizational dynamics make it much more complex to translate individual outcomes into collective outcomes.

• Is there any evidence that positive dynamics can affect organizational performance?
Abundance in Organizations
Some Organizational Findings

- Communication patterns in 60 organizations
- Seven matched organizations within a parent corporation
- Intervention studies aimed at an abundance culture change
- Public and private companies in 16 industries
- The airline industry after 9-11
- Financial services performance
- Health care organizations

**Conclusion:** An abundance approach and implementing organizational virtuousness is significantly and positively related to effectiveness (e.g., profitability, productivity, quality, innovation, customer satisfaction, employee retention).
# High Performance Teams

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<thead>
<tr>
<th></th>
<th>Team Performance</th>
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<tbody>
<tr>
<td></td>
<td>High</td>
<td>Medium</td>
<td>Low</td>
</tr>
<tr>
<td>Positive Statement Ratio</td>
<td>5.6 to 1</td>
<td>1.8 to 1</td>
<td>.36 to 1</td>
</tr>
<tr>
<td>(supportive, encouraging, appreciation)</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Inquiry/Advocacy Ratio</td>
<td>1.1 to 1</td>
<td>.67 to 1</td>
<td>.05 to 1</td>
</tr>
<tr>
<td>(questioning versus asserting)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Others/Self Ratio</td>
<td>.94 to 1</td>
<td>.62 to 1</td>
<td>.03 to 1</td>
</tr>
<tr>
<td>(external versus internal focus)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Connectivity Average</td>
<td>32</td>
<td>22</td>
<td>18</td>
</tr>
<tr>
<td>(mutual influence, assistance, interaction)</td>
<td></td>
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SOURCE: Losada & Heaphy, 2003
Virtuousness and Performance

SOURCE: Cameron, 2003
Research on Organizational Virtuousness and Performance – After Recent Downsizing (in 16 Industries)

- Statistically significant relationships exist between organizational virtuousness (as indicated by integrity, optimism, forgiveness, compassion, and trust)

- And

- Both objective performance (e.g., financial, quality) and perceived performance (e.g., employee engagement, turnover) \[ p < .01 \]

SOURCE: Cameron, Bright, & Caza, 2004
Intervention – Culture Change

SOURCE: Cameron, 2003
Employee Layoffs After September 11th

SOURCE: Gittell, Cameron, Lim 2006
Approach to Downsizing – Southwest

• Despite losing $5 million per day in the weeks following the attacks, Southwest refused to lay off employees. CEO Jim Parker said: “Clearly we can’t continue to do this indefinitely, but we are willing to suffer some damage, even to our stock price, to protect the jobs of our people.”

• “Nothing kills your company’s culture like layoffs. Nobody has ever been furloughed [at Southwest], and that is unprecedented in the airline industry. It’s been a huge strength of ours. It’s certainly helped us negotiate our union contracts. One of the union leaders came in to negotiate one time and he said, ‘we know we don’t need to talk with you about job security.’ We could have furloughed at various times and been more profitable, but I always thought that was short-sighted. You want to show your people that you value them, and you’re not going to hurt them just to get a little more money in the short term. Not furloughing people breeds loyalty. It breeds a sense of security. It breeds a sense of trust.”
Stock Values – September 2001 to September 2002

<table>
<thead>
<tr>
<th>Airline</th>
<th>Stock Value</th>
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<tbody>
<tr>
<td>Southwest</td>
<td>16.6</td>
</tr>
<tr>
<td>Alaska</td>
<td>-25.1</td>
</tr>
<tr>
<td>Northwest</td>
<td>-52.1</td>
</tr>
<tr>
<td>Delta</td>
<td>-54.7</td>
</tr>
<tr>
<td>American</td>
<td>-69.1</td>
</tr>
<tr>
<td>America West</td>
<td>-76</td>
</tr>
<tr>
<td>Continental</td>
<td>76.5</td>
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<tr>
<td>United</td>
<td>-91.6</td>
</tr>
<tr>
<td>US Airways</td>
<td>-95.7</td>
</tr>
</tbody>
</table>

SOURCE: Gittell, Cameron, Lim 2006

R = .86
Improvement in Financial Services

Change in positive organizational practices

$R^2 = .45$

Change in six measures of financial performance

- Average Assets
- Lost Customers
- Revenues
- Sales
- Cash flow
- Expenses

SOURCE: Cameron, Mora, & Leutscher, 2010
Performance in Financial Services

High Scores in Positive Practices

Voluntary Turnover: p < .01

Employee Engagement: p < .0001

Customer Retention: p < .01

Top Management Evaluations: r = .75

SOURCE: Cameron, Mora, & Leutscher, 2010
Improvement in Health Care

Percent improvement over a two year period.

- **Patient Satisfaction**: Willingness to Recommend - 26%
- **Voluntary Turnover**: 8%
- **Climate**: 36%
- **Participation**: 38%
- **Quality of Care**: 29%
- **Manager Support**: 38%
- **Resource Adequacy**: 34%
- **Physician/Nurse Relations**: 12%

**SOURCE:** Cameron, Mora, & Leutscher, 2010
Questions, Concerns, Yeah, Buts, Thoughts, Comments?

Thanks very much for your attendance. Now back to the World Series.