

Developing Leaders for Positive Organizing

A 21st Century Repertoire for Leading in Extraordinary Times

This book provides much needed insights into areas such as forgiveness, courage and energy that have often been neglected by leadership scholars. The real gems are the series of cases that invite you to look at leadership in a broader, but above all human perspective.

— *Professor Kevin Money,
Professor of Reputation and Responsible Leadership,
Director of the John Madejski Centre for Reputation,
Henley Business School, University of Reading*

This book should be considered by anyone in top and middle management for their list of must reads. As early adopters of positive psychology in an organizational setting, our firm has experienced first hand the benefits of incorporating its teachings and strategies into the day-to-day operations and into our culture. Positive psychology has become the latest technique to increase productivity and the bottom line by engaging people in a fun and enjoyable manner. This book provides insights into how it's done right.

— *Meda Royall, Founder | CEO,
Your Law Firm Pty Ltd,
Victoria, Australia*

This is a comprehensive and important collection of works that highlights key considerations for leading in the new complex global era. It acts as a reminder to practitioners and researchers alike of the important aspects of leadership.

— *Dr. Gareth Edwards,
Associate Professor of Leadership Development,
Bristol Business School,
Faculty of Business and Law,
University of the West of England,
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Meet the Editors



Rob Koonce Lead editor and co-author of *Followership in Action: Cases and Commentaries* (2016, Emerald Group Publishing), Dr. Koonce is the founder of Can We Communicate and an affiliate faculty member at Creighton University where he applies 30 years of experience in business, education, law, and medicine to help students think more boldly about the world around them. As a scholar-practitioner, he continues to explore mindset as an emergent individual,

relational, and collective construct for helping individuals and organizations to thrive in an increasingly interconnected world.



Paula Robinson Author of *Practising Positive Education, A Guide to Improving Well-Being Literacy in Schools* (2016, Positive Psychology Institute), Dr. Robinson is a registered, consulting psychologist, author, lecturer, speaker, and Managing Director of the Positive Psychology Institute in Sydney, Australia. Following a career as a senior executive, her doctoral research defined the concept and measurement of mental fitness,

which she now applies in private practice, within school systems, and other public, private, and sustainable corporate well-being programs throughout the world.



Bernd Vogel Co-Author of *Fully Charged: How Great Leaders Boost Their Organization's Energy and Ignite High Performance* (2011, Harvard Business Review Press), Dr. Vogel is an Associate Professor of Leadership and Organizational Behaviour and Director of the Henley Centre for Engaging Leadership at the Henley Business School, University of Reading in the United Kingdom.

Dr. Vogel's research focuses on engaging leadership, mobilizing and maintaining energy in organizations, creating leadership and followership capacity, as well as CEO decision-making and identity.

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United Kingdom – North America – Japan – India – Malaysia – China

Emerald Publishing Limited
Howard House, Wagon Lane, Bingley BD16 1WA, UK

First edition 2017

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British Library Cataloguing in Publication Data

A catalogue record for this book is available from the British Library

ISBN: 978-1-78714-241-1 (Print)

ISBN: 978-1-78714-240-4 (Online)

ISBN: 978-1-78714-760-7 (Epub)



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ISO 14001

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standard
ISO 14001:2004.



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Introduction

As revealed in the most recent global survey of human capital trends conducted by Deloitte University, leadership is rated as the greatest priority across all organizational levels, geographies, and functional areas in every industry. Research also suggests that the focus of leadership is rapidly shifting with future development being less about individual leaders at the top of organizations and increasingly about helping collective leadership throughout organizations to flourish. Although our natural tendency is to perceive individual failures and ongoing challenges through a negative lens, helping leadership to flourish in this new environment requires creating the conditions through which positive organizing can thrive. Extraordinary times require more than simple recipes for success.

Developing Leaders for Positive Organizing responds to this challenge by offering scholarly and practical insights on such thought-provoking topics as emergent mindset, courage, forgiveness, mental fitness, positive energy, and human values. The six key topics further represented by 18 supporting case studies provide an opportunity to further explore and reflect on a set of positive conditions that help expand the individual, relational, and collective repertoire of leadership in organizations. *Developing Leaders for Positive Organizing* is further represented by diverse regions of the world to include Australia, Canada, Italy, New Zealand, Norway, South Africa, Spain, Switzerland, the United Kingdom, the United States, and the West Indies.

The key topics and case studies in *Developing Leaders for Positive Organizing* also provide a unique platform through which practical determination and intellectual engagement ignite each other, not only for practitioners and scholars, but also for students and executives who are confronted with ongoing challenges associated with organizational development and change, human resources management and development, and organizational virtuousness. Research shows that investing in human capital

can lead to positive returns. *Developing Leaders for Positive Organizing* shares ideas and practices through which the what, where, how, and why of those positive returns can be achieved.

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