







POSITIVE LEADERSHIP

- Is informed by research from **positive psychology**.
- Intentionally engages, influences and promotes **positive emotions** among team members.
- Is committed to the **wellbeing of team members and their engagement**.
- Recognizes the strength inherent in **shared organizational goals and values**.
- Demonstrates **high self-awareness, optimism, and humility**.

Auslois & Gartner, 2009



1. LEADERSHIP VIRTUES IN ACTION

Compassion, Gratitude and Forgiveness

Foster compassionate behaviour among team members

Extend forgiveness for missteps and mistakes

Encourage frequent expressions of gratitude

"Leaders who reinforced these virtuous behaviors were more successful in producing bottom-line results than typical leaders" (Cameron, 2012).

COMPASSION IN ACTION



- **Collective Noticing:** Connected community members notice one another and keep track of one another.
- **Collective Feeling:** Team members are encouraged to express concern and care for one another
- **Collective Responding:** Team members are encouraged to undertake caring actions

Kabat-zinn et al., 2004

FORGIVENESS IN ACTION



- Acknowledge areas of challenge, mistakes, and even injustices
- Encourage mutual opportunities for restoration at all levels
- Frame difficult events as potential starting points for more positive goals in the future

Cameron, 2012

GRATITUDE IN ACTION



- Carry out gratitude contacts to express thankfulness or appreciation
- Record in a gratitude journal (three things daily for which you are grateful)
- Send daily gratitude or appreciation notes/cards

Seligman, Steen, Park & Peterson, 2005

2. ENERGIZING SKILLS

- Leaders may be identified as “positive energizers” or “negative energizers”
- Positive energizers uplift, boost and create vitality in people.
- Interacting with positive energizers leaves others feeling energized and motivated.



Cameron, 2012

POSITIVE ENERGIZERS...



- Connect with others, smile and like people
- Make time to listen and give full attention to others
- Are fully engaged in conversations
- See beyond roadblocks and suspend immediate judgment
- Problem-solve challenges and are flexible
- Create opportunities for others to grow and develop
- Follow through on commitments and keep their word

Cameron, 2012

POSITIVE ENERGIZERS...



Strengths point to your area of maximum impact.

- Energize teams by reinforcing **individual and organizational strengths**.
- **Identifying and building on people's strengths** produces greater benefits than finding and correcting weaknesses.
- Value and promote team members' **accomplishments**.

Cameron, 2012

3. POSITIVE COMMUNICATION



OCCURS WHERE STRENGTH-FOCUSED LANGUAGE IS INCORPORATED INTO TEAM INTERACTIONS AND PROBLEM SOLVING.



3 TO 8 POSITIVE STATEMENTS TO EVERY NEGATIVE ONE HAS BEEN ASSOCIATED WITH ENHANCED PERFORMANCE.



LEADERS MODEL POSITIVE COMMUNICATION BY USING POSITIVE TALK THEMSELVES.

Fredrickson and Losada, 2005

REFRAME CHALLENGES...

Strength-focused language may be used to reframe and restate problem-oriented statements to emphasize opportunities for positive actions and to focus on strengths.



EXPAND USE OF POSITIVE ACTIONS

Words Matter!

Deficit Based		Strength Based
Fix	→	Empower
Limitation	→	Possibility
Weakness	→	Strength
Problem	→	Solution
Insist	→	Invite

JCHS, 2013

4. MOTIVATIONAL KNOWLEDGE AND SKILLS

Motivational Knowledge refers to leaders' awareness of team member strengths and interests.

Motivational Skills refer to the capacity of leaders to engage team members' strengths and interests within workplace interactions and activities.

When team members are personally engaged, they experience a greater sense of wellbeing within the workplace environment

Brown, Neale, Vandenberg, & Smith, 2003; Grant, 2008; Grant et al., 2007

LISTEN, EXPLORE, LINK, ALIGN



Listen, get to know, and explore team members' interests.

Link and align motivational knowledge in developing a shared organizational vision, goals and directions.

Pastimes

Values

Passions

Aspirations

Colman, 2012

ORGANIZATIONAL FLOW



■ Applying motivational knowledge and skills can lead to a sense of "flow" among employees, even when challenges are encountered.

■ Leaders who apply motivational knowledge and skills promote a shared vision and value the investment of team members in corporate success.

5. OPERATIONAL TASKS



Refer to the capacity to keep team members and the collective engaged



Involve being present and maintaining regular contact



Provide clarity on team roles and directions



Foster professional learning and team building

Cammer, 2012



INDIVIDUAL AND TEAM SESSIONS

Regular individual and team meetings between leaders and members

A forum within which to reinforce positive workplace practices

Opportunities to clarify roles, goals, expectations, important team considerations, and areas of responsibility.



PROFESSIONAL LEARNING

Positive leadership strategies impact workplace culture when they are applied by all team members.

Professional learning sessions can promote and reinforce the use of **positive workplace practices** across organizations




