



D **ING LEADERS** **FOR POSITIVE ORGANIZING**

A 21st Century Repertoire for Leading
in Extraordinary Times

Edited by

ROB KOONCE

PAULA ROBINSON

BERND VOGEL

As revealed in the most recent global survey of human capital trends conducted by Deloitte University, leadership is rated as the top priority across all organizational levels, geographies, and functional areas in every industry. The evolving shift in leadership from individual leaders at the top to collective leadership throughout organizations requires creating and sustaining the necessary conditions through which leaders and those being led can flourish and positive organizing can thrive. *Developing Leaders for Positive Organizing* examines this challenge by taking the reader on an investigative journey into everyday leadership as framed in the increasingly interconnected context of human relationships within and across organizations around the globe.

"The editors and co-authors of this volume compellingly show the importance of individual, relational, and collective mindsets to leadership and organizing. They invite us to explore how we continuously shape and reshape these mindsets through acts of courage, forgiveness, mental fitness, human values, purpose, and positive energy. *Developing Leaders for Positive Organizing* leaves a memorable footprint in the leadership literature."

– **Prof. Dr. Rens van Loon**, *Professor of Dialogical Leadership at Tilburg University (the Netherlands), and Director of Culture, Leadership and Learning at Deloitte Consulting.*

"The topics of this book are incredibly rich and very progressive. I love it that there is a section on courage and forgiveness. This should prove to be very popular to practitioners. It will be useful to read each chapter slowly, not hurriedly, as to really appreciate the content. I must say the content of each section probably deserves its own book!"

– **Isa Buencamino**, *Head of Talent Development Group. Director, Interserve Employee Foundation, Interserve Plc.*

"*Developing Leaders for Positive Organizing* provides a fresh approach to the development of leadership qualities in managers. Rather than emphasizing the development of leadership traits, concerns with task complexity, or dealing with differences in a leader's situational demands, the book advances considerable understanding of the leader-manager's psycho-social role in creating organizational well-being through their development of positive work environments. Positive organizing can enable organizations to flourish in times of challenging workplace relations, and increased expectations of leaders and their organizations."

– **Dr. Barry Partridge**, *Honorary Research Fellow UOW. Director Research DPS.*

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Edited by **Rob Koonce, Paula Robinson and Bernd Vogel**

Developing Leaders for Positive Organizing

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INVESTOR IN PEOPLE

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,
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Meet the Editors



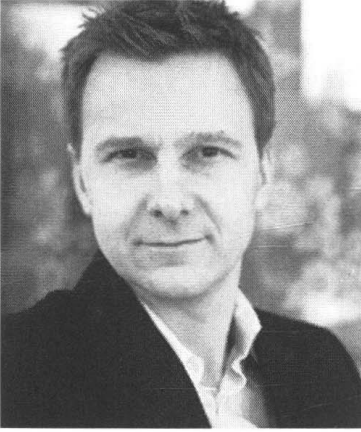
Rob Koonce Lead editor and co-author of *Followership in Action: Cases and Commentaries* (2016, Emerald Group Publishing), Dr. Koonce is the founder of Can We Communicate and an affiliate faculty member at Creighton University where he applies 30 years of experience in business, education, law, and medicine 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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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.

Rob Koonce
Lead Editor

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