

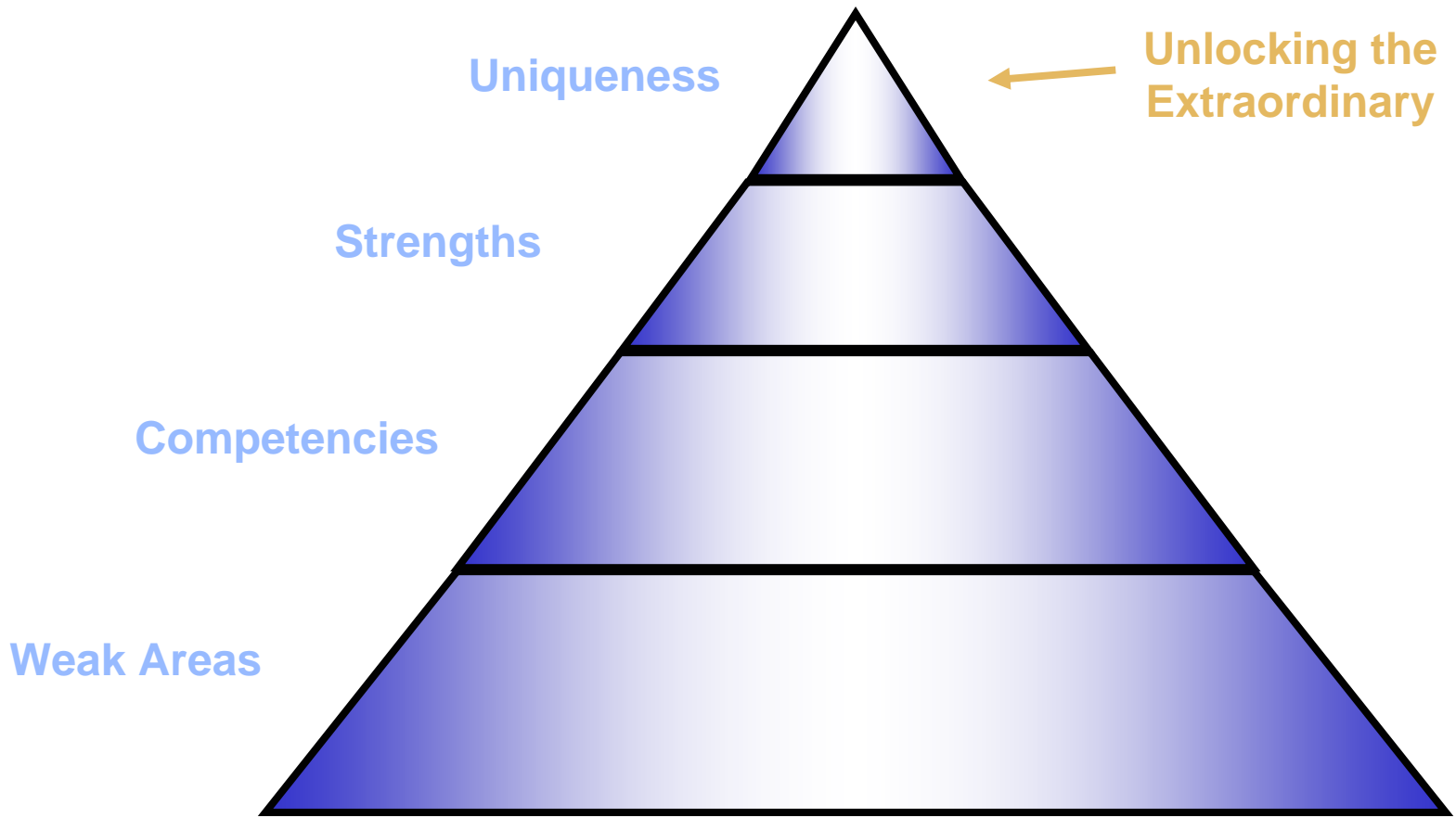
The Abundance Framework

Enabling Spectacular Performance

Objectives

- Provide leaders with an overview of an approach that enables spectacular performance at work.
- Share scholarly evidence that leaders can use to enhance the engagement of their associates.
- Help unlock the potential in colleagues which can lead to extraordinary outcomes.

Personal and Organizational Capabilities



Comparing Approaches To Change

PROBLEM SOLVING APPROACH

Problem Identification

Identify problems or challenges

Alternatives and Cause Analysis

Generate alternative solutions based on symptoms and root causes

Optimal Solution Selection

Evaluate and select the most optimal alternative

Implementation and Follow-up

Implement the solution and follow-up to ensure problem solution

BASIC ASSUMPTION:

Our job is to overcome major problems and challenges

ABUNDANCE APPROACH

Identifying Spectacular Success

Describe peak experiences

Analysis of Enablers

Identify enablers of the best past successes

Sustainability Creation

Identify what could be continued and replicated in the future

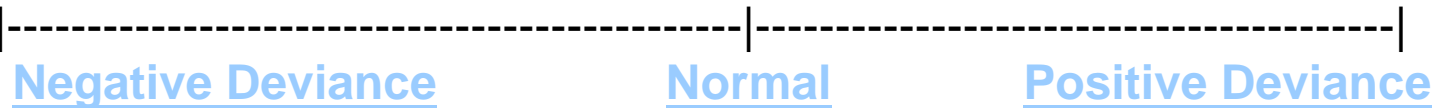
Designing a Future

Design an ideal future based on spectacular performance

BASIC ASSUMPTION:

Our job is to embrace and enable our highest potential

A Continuum Illustrating Positive Deviance

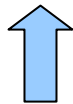


Individual:

Physiological	Illness	Health	Vitality
Psychological	Illness	Health	Flow

Organizational:

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



Deficit gaps

Abundance gaps

Assumptions

- In every organization, something works well. There is always something positive to celebrate.
- The questions we ask and the language we use help determine our vision of the future.
- Focusing on abundance gaps, compared to deficit gaps, leads to the “*heliotropic effect*.”

Research Illustrating the Heliotropic Effect

- The Placebo Effect
- The Pygmalion Effect
- Positive Emotions
- Positive Imagery
- Positive Energy
- Positive Relationships
- Approach versus Vigilance Goals
- Strengths verses Weaknesses

Yeah, But . . .

- Aren't most organizations fraught with problems?
- Can any leader or manager afford to ignore difficulties?
- Is a positive approach to change just a white-wash of serious challenges?
- Won't any organization fail if it fails to focus on its weaknesses and liabilities?
- In light of major challenges faced by most organizations and most leaders, what is the relevance of virtues and an abundance approach to change?

Why Don't Positive Factors Get More Attention?

A systematic bias exists in which people are more attentive to negative factors than positive factors.

- People are more affected by one traumatic or negative event than by one positive or happy event (for example, losing \$1000 compared to winning \$1000).
- 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 cost them their lives. If they ignore positive feedback, it only causes regret.
- Therefore, individuals and organizations hold a systematic inclination toward negative phenomena. It takes conscious effort to focus on the positive.

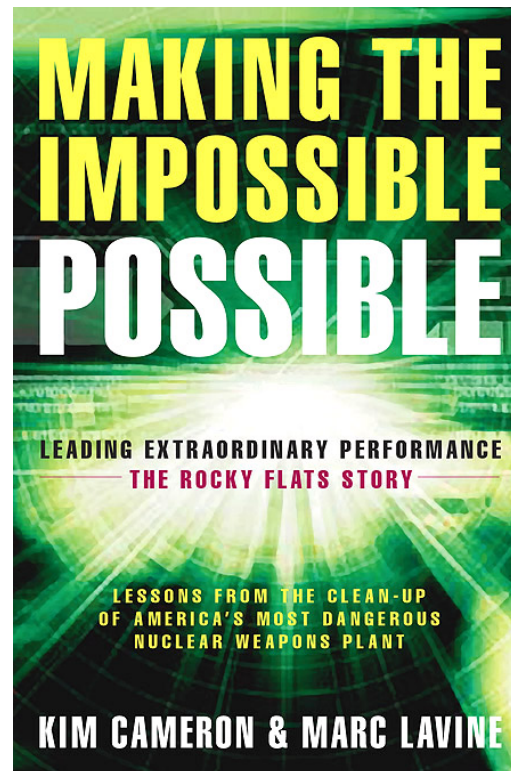
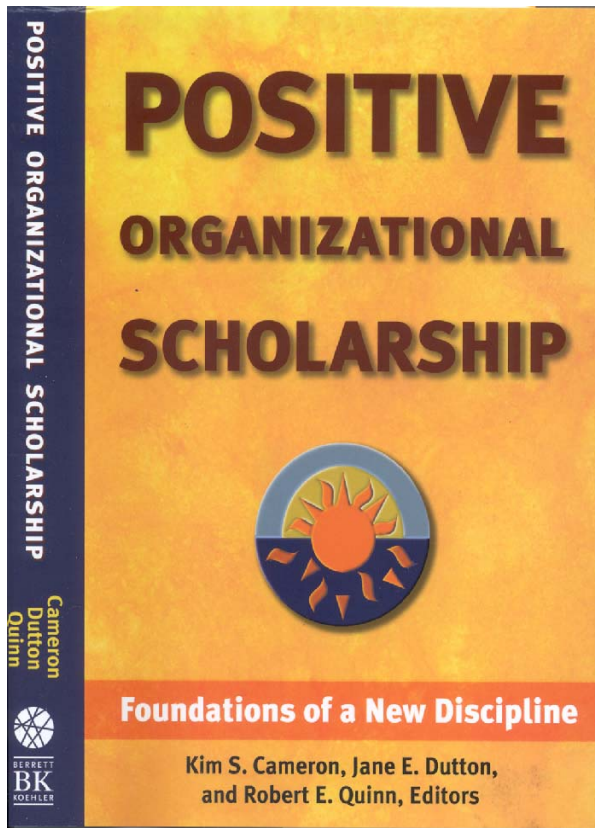
Some Research Findings – Organizations

- Seven studies of organizations that had recently downsized:
 - Positive/Negative Communication Patterns
 - 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
 - The clean-up of a nuclear arsenal
 - A university's strategic change
- **Conclusion:** An abundance approach, organizational virtuousness, and positive organizational dynamics are significantly and positively related to effectiveness (e.g., profitability, productivity, innovation, customer satisfaction, employee retention).

Organizational Performance - Conclusion

- Organizations that foster virtuous practices or an abundance culture are more profitable, more productive, more innovative, have higher quality, retain their customers, and keep their employees to a significantly greater degree than normal organizations.

Resources on Positive Organizational Scholarship



**February 2004
Issue**

Some Abundance Centered Management Tools

- Best self feedback
- Energy networks
- PMI program
- High quality relationships
- Everest goals
- Engagement and empowerment
- Appreciative inquiry
- Abundance language
- Virtuous cultures
- Small wins
- Ideological capital
- Gratitude journals and gratitude visits

The Potency of the Positive

- "Keep your thoughts positive, because your thoughts become your words. Keep your words positive, because your words become your behavior. Keep your behavior positive, because your behavior becomes your habits. Keep your habits positive because your habits become your values. Keep your values positive, because your values become your destiny." *Mahatma Gandhi*

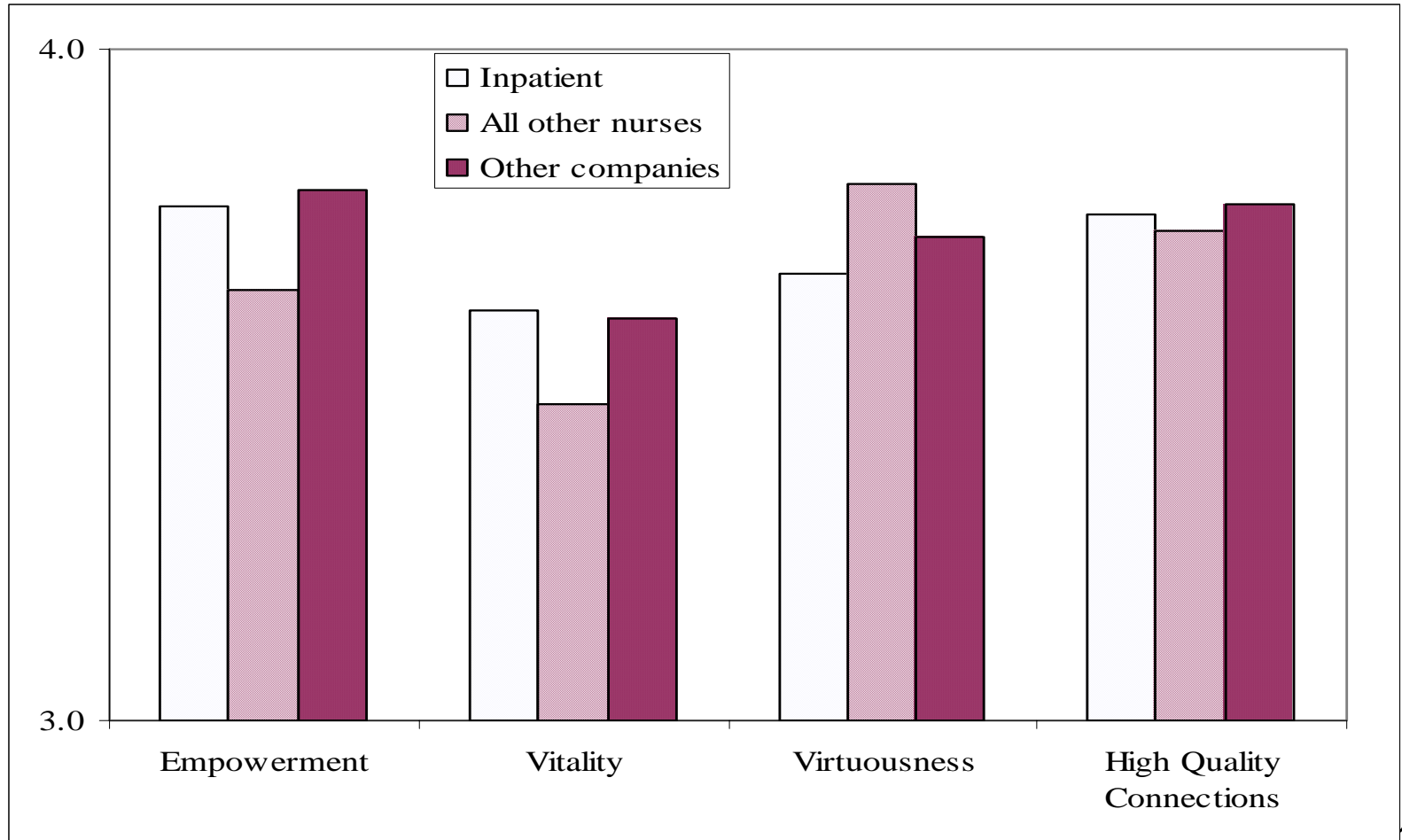
POS at UMHS

- Over the past year, our POS faculty have been working with nurse leadership to develop more of a POS culture at UMHS
- Two week long educational programs
 - March 2005: nurse directors
 - May 2005: inpatient nurse managers
- Spring 2005: POS practices survey
- Summer 2005-Spring 2006: Unit interventions
- May-June, 2006: POS Nurse Action Days

Key Findings From The POS Practices Survey

- Web-based survey
- All nurses invited to participate
- Almost 1000 responded
 - Inpatient RNs (n=297)
 - Non Inpatient RNs (n=554)
- Measured four sets of POS practices
 - Empowerment, Vitality, Virtuousness, High Quality Connections

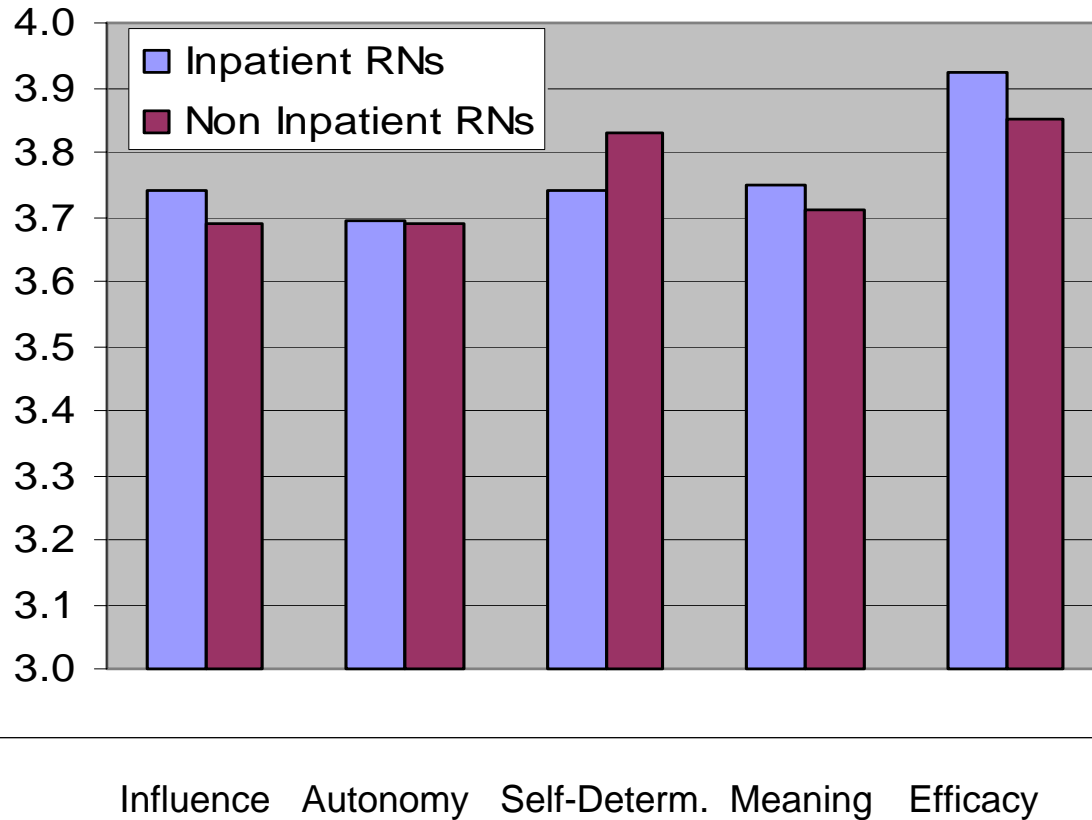
Group Comparisons



Empowerment Practices

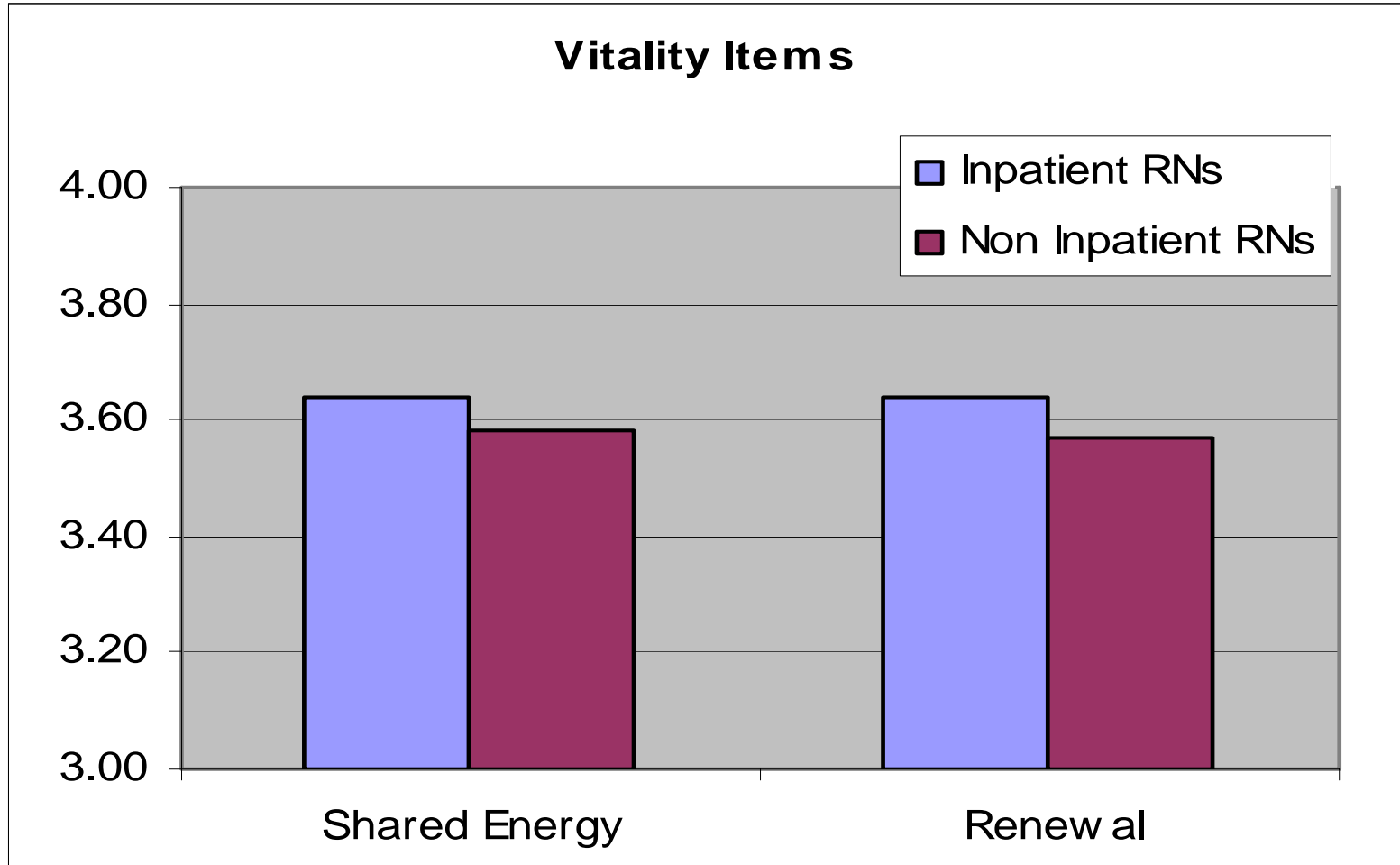
- **Influence**
 - Our unit has a positive impact on the quality of overall organizational performance.
 - Our unit carries a lot of influence around here
 - Our unit's actions make a positive difference for the larger organization.
- **Autonomy**
 - We provide autonomy to people in their work
 - We can decide how we do our jobs
 - We give a lot of independence to people at work
- **Self-determination**
 - We empower ourselves to do what is necessary
 - We spontaneously contribute as needed
 - We take initiative without being asked
- **Meaning**
 - We act as if our work is a personal calling
 - We see the larger purpose in our work
 - We feel that our work has profound meaning
- **Efficacy**
 - We ensure that people have the resources they need to succeed
 - We ensure that people develop the necessary skills to do their job We ensure that people have the requisite training

Empowerment Scales



Vitality

- **Shared energy**
 - We energize one another
 - We share enthusiasm with one another
 - We inspire each other
- **Renewal**
 - We find our work motivating
 - We are being renewed by what we do
 - We are being elevated by our work



Virtuousness

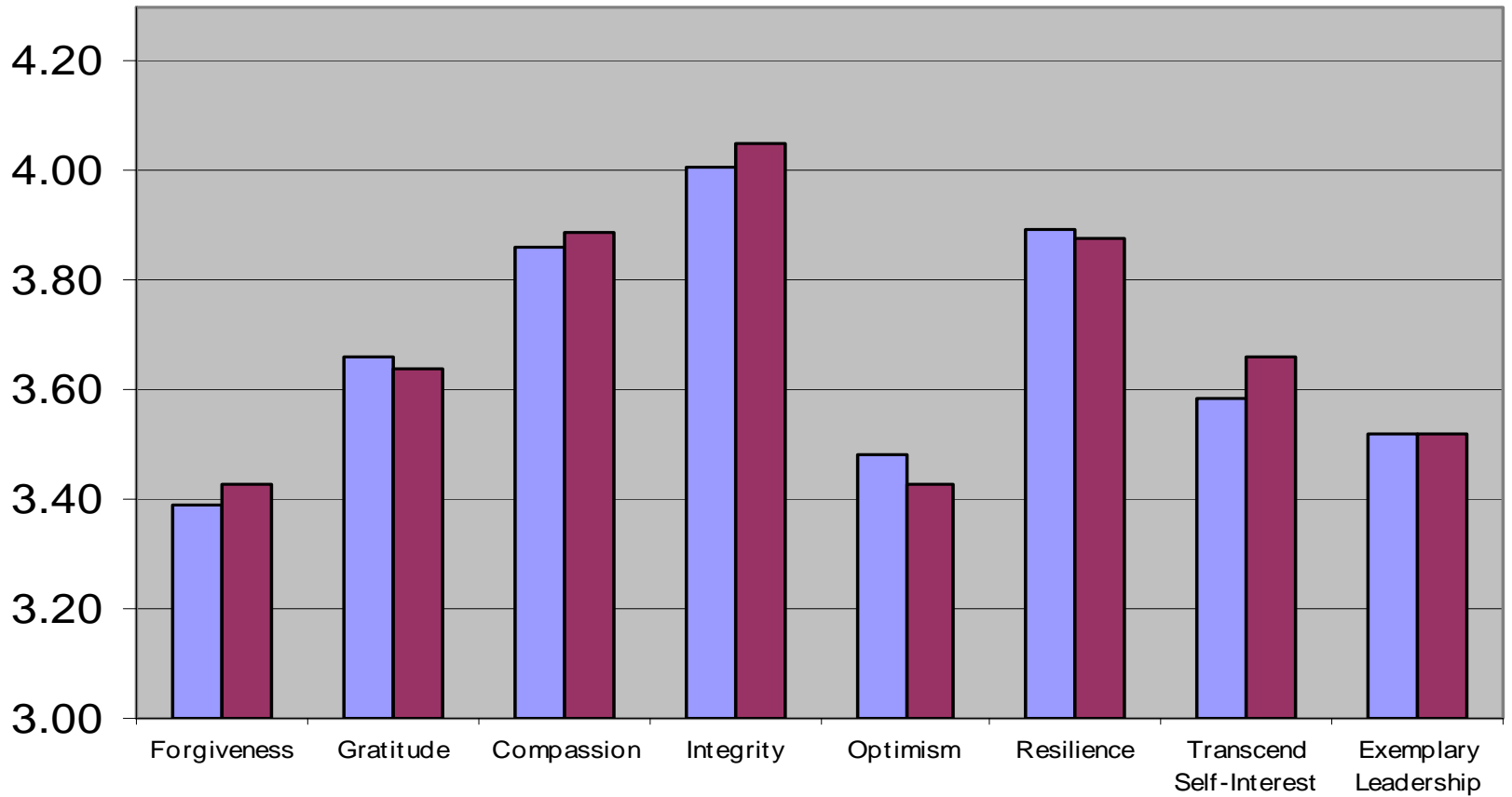
- **Forgiveness**
 - We forgive mistakes
 - We correct errors without placing blame.
 - We do not blame one other when mistakes are made
- **Gratitude**
 - We express gratitude to each other
 - We show appreciation of one another
 - We say thank you in the course of our work
- **Compassion**
 - We care for fellow employees who are struggling
 - We help people who are facing difficulty
 - We show compassion for each other.
- **Integrity**
 - We demonstrate integrity
 - We behave in ways that are consistent with our values
 - We maintain ethical principles

Virtuousness

- **Optimism**
 - We demonstrate optimism in our work.
 - We focus on our possibilities rather than problems
 - We talk of the future with confidence
- **Resilience**
 - We bounce back after facing adversity
 - We show resilience when conditions are tough
 - We adapt to difficult change
- **Transcendence of self-interest**
 - We pursue the collective interest of our unit
 - We put the organization first
 - We sacrifice for the common good
- **Exemplary leadership**
 - We have exemplary unit leadership
 - Our unit leader demonstrates admirable qualities
 - The example of our unit leader helps everyone become better

Virtuousness Scales

■ Inpatient RNs
■ Non Inpatient RNs



High Quality Connections

- **Interpersonal support**
 - We show kindness to one another
 - We provide emotional support to each other
 - We feel comfortable asking each other for help
- **Respect**
 - We treat each other with respect
 - We foster dignity in each other
 - We honor one another's differences
- **Strength of ties**
 - We build strong interpersonal relationships
 - We think of each other as friends
 - We genuinely care about each other
- **Mutuality**
 - We empathize with each other
 - We are interested in each other
 - We are responsive to each other

High Quality Connections

▪ Trust

- We trust one another
- We display confidence in one another
- We follow through on promises we make to each other

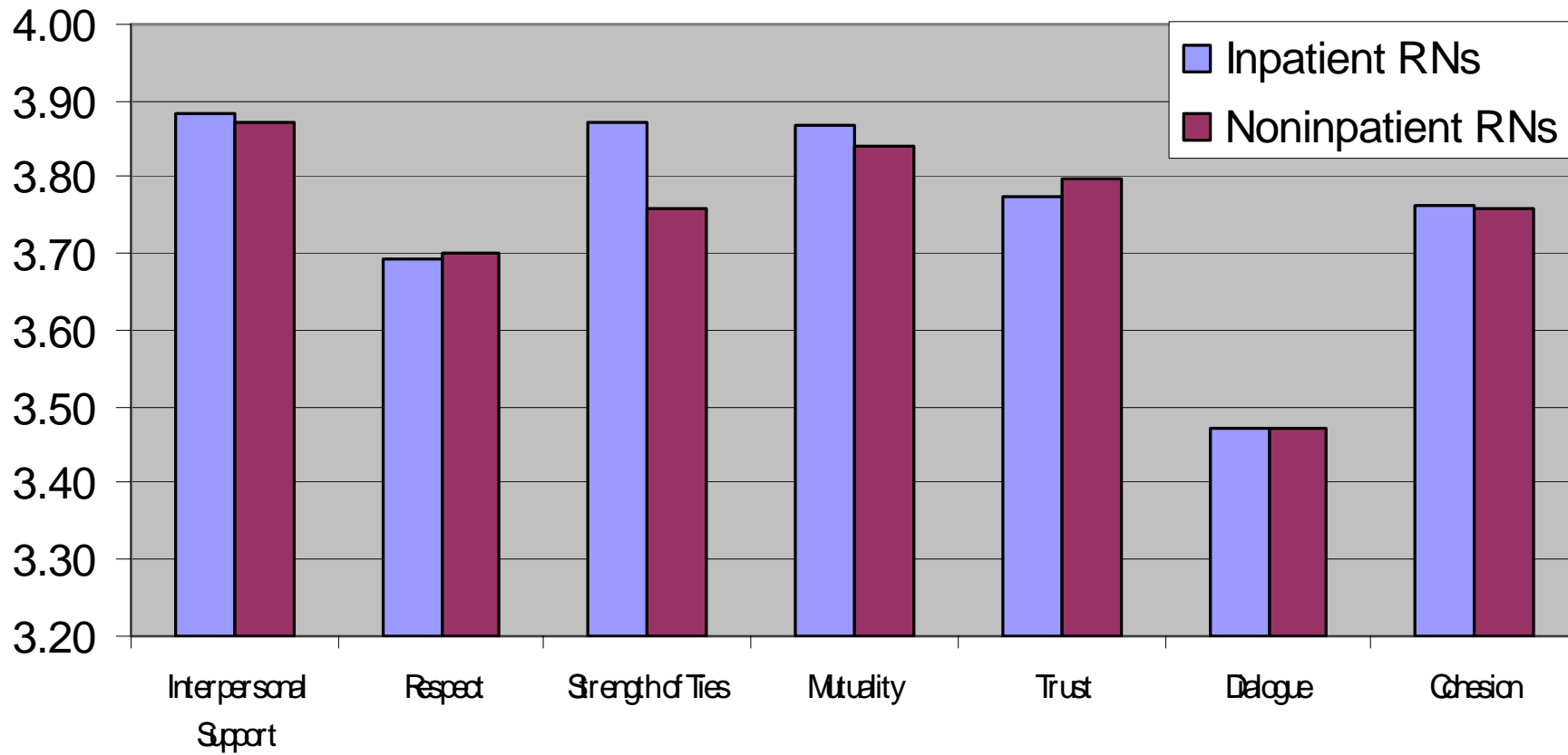
▪ Dialogue

- We are honest with one another.
- We seek to understand each other's perspectives
- We surface sensitive issues with each other

▪ Cohesion

- We work collaboratively
- We act in cohesive ways
- Our unit performs as a team

High Quality Connection Scales



Discussion Exercise

- Reflect on what the findings tell you
- What recommendations would you make on how to help nurses at Michigan develop a more POS culture:

- Discuss with the members of your table
- Be ready to report out one key insight to all