



THE ARMY STRATEGIC LEADER PROGRAM – INTERMEDIATE COURSE

Preparing Leaders for Transformation in
the Culture of the Army



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A Quick Rating of Colleagues

- Think of the people in this room today. Based on your observations and interactions with them so far, write down the names of the two people whom you would rate as the most energizing and positive people in the room. No one else will see your paper, so feel free to write down anyone's name.
- Hand in your paper. We will compile and discuss your responses later.



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Objectives



- Contribute to the transformation of the Army.
- Enhance personal leadership improvement through data feedback. (1%)
- Help General Officers unleash the untapped potential among the Army's human capital.
- Highlight empirically validated frameworks that support the pursuit of extraordinary performance.

Criteria for Content



- Empirical foundation – **Validity**
- Theoretical grounding – **Explanation**
- Successful application - **Utility**



Strategic Leadership: An Introductory Case

The Rocky Flats Story



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Rocky Flats Background



- **Mission:** Beginning in 1951, produce triggers for nuclear weapons. Keep the world safe for democracy during the Cold War.
- **Location:** 16 miles west of Denver, Colorado.
- **Size:** 385 acres surrounded by a 6000 acre buffer zone.
- **Buildings:** 800 structures, or 3 million sf. under roof.
- **Workforce:** 3500 highly skilled unionized employees.
- **Ownership:** U.S. Department of Energy.
- **Jurisdiction:** Atomic Energy Commission.
- **Security:** Tight security clearance required of workers.



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The Rocky Flats Nuclear Arsenal Case



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- Fearing pollution, the EPA and FBI shut down the facility in 1989.
- Employees immediately lost their mission, and were transformed from patriotic heroes—keeping the world safe for democracy—to accused environmental criminals.
- A “hot shutdown” created a more dangerous condition than when the facility was fully operational.
- Weekly protests, state and federal government harassment, private citizen lawsuits, and constant negative press created a siege mentality.



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The Path Forward



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- Through a competitive bidding process a privately-held company received the contract to clean-up and close the Rocky Flats Nuclear Arsenal.
- No such task had ever been accomplished any place in the world. No procedures or processes had ever been developed.
- This was the most contaminated site on the North American continent.



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Condition of the Site in 1995



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- 21 tons of weapons-grade nuclear material.
- 100 tons of high content plutonium residues with no treatment or disposal path.
- 30,000 liters of plutonium and enriched uranium solutions in tanks and pipes, some of them leaking.
- More than 258,000 cubic meters of low-level radioactive waste.
- Nearly 15,000 cubic meters of transuranic waste.
- A special Nightline program rated Rocky Flats as the most dangerous buildings in America.
- More than a dozen rooms were labeled “infinity rooms.”
- Contamination existed in walls, floors, ceilings, duct work, surrounding soil, and, potentially, ground water.



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Costs



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- Expenditures totaled \$700 million per year to keep the facility operating—for security, water, air conditioning, maintenance, and so forth.
- The Department of Energy’s estimate of closure and clean-up in 1995: 70 years and \$36 billion—to be completed in 2065. Thirteen other sites received similar estimates.



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Discussion Assignment



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- In your team, briefly analyze the key initiatives or needed actions that are required at Rocky Flats. What is your recommended strategy? Based on your experience as leaders of difficult challenges, provide us with one or two key suggestions for a practical way forward. **You will have only 5-6 minutes.**
- Each team will be assigned a different perspective. You should adopt your assigned point of view in your diagnoses and recommendations.
- **Team 1** – Senior leaders at the contracting company
- **Team 2** – Leaders of the unionized workforce on site
- **Team 3** – Local citizen action groups and environmentalists
- **Team 4** – Leaders in the federal Department of Energy

Some Assistance for Your Analysis



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The Competing Values Framework

Keys to Effective Leadership



U.S. ARMY

As a leader, assume that five years from now you are recognized as having achieved outstanding success. Your unit has dramatically exceeded performance expectations and is noted as the benchmark to which others aspire. What will have accounted for this extraordinary success?

- You will be given three random cards.
- Your task is to obtain three cards that best answer this question. You may not get the wording exactly right, but you should try to obtain three cards with which you are relatively satisfied.
- You may trade only one card for one card. No two-for one swaps are permissible.
- When you have three cards with which you are satisfied, sit back down in your seat.



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Team Questions



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As a team, address the following questions:

- What do we have in common as leaders?
- Make the case for why your perspective is the key to our success in five years.

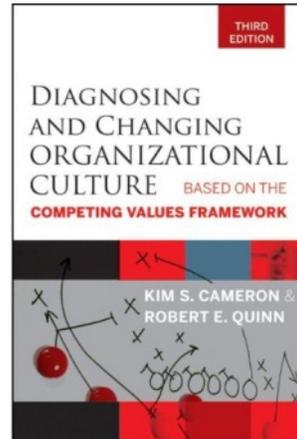
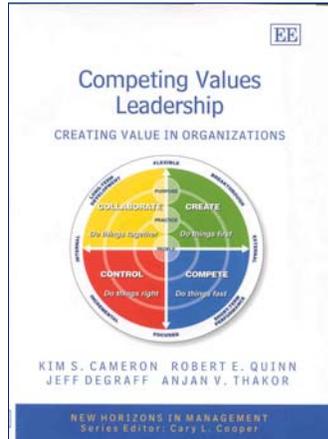
Now, after listening to the diagonal group make their report, answer the following questions regarding that group:

- How do they add value?
- How do they destroy value?
- What do they measure and monitor?
- What happens if they lead the organization unchecked?



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An Introduction to the Competing Values Framework (Resources)



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Video Case: Leaders in Action



You will see a leader in action. For this leader determine . . .

- In which quadrant he is most capable?
- On what methods does he rely as a leader?
- Where would you map his leadership style?



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Vision Statement – Ford



PEOPLE

Involvement and teamwork
Employee involvement is a way
of life
Dealers and suppliers are
partners

PRODUCTS

Continuous improvement in
products and services
Quality comes first
Continuous improvement
Integrity is never compromised

PROFITS

Meet customer needs
Reasonable return to
shareholders



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Vision Statement – Toyota



Teamwork
Mutual trust

Create advanced technologies
Enhance individual creativity

Honor the law
Fairness
Respect all cultures
Ensure clean, safe products

Growth
Create business partners



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Vision Statement – Apple



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GROW EXTRAORDINARY PEOPLE

Openness
Shared vision
Focus on people

DYNAMIC GLOBAL COMPANY EXCITING ENVIRONMENT 21st CENTURY COMPANY

Passion to change the world
Catalyst for change
Vision
Learning and growing
Paradigm shifts
Invest better ways of working
Learning through experimentation
Innovation across every area
Phenomenal products
Phenomenal enabling tools
Diversity and flexibility
Experiment with new ideas

Technology company
Simplicity
Discipline sets us free
Passion for quality

HIGH MARKET CAPITALIZATION
SUPERIOR CUSTOMER VALUE
EXCEPTIONAL GROWTH
Remain an independent firm



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Vision Statement – BASF



U.S. ARMY

*Employees ensure our success

*Innovative products and solutions
*Welcome change

*Create assets (for customers, countries, stakeholders, employees)
*Be the partner of choice
*Create high level of financial return
*Create sustainable development



SOURCE: BASF Website

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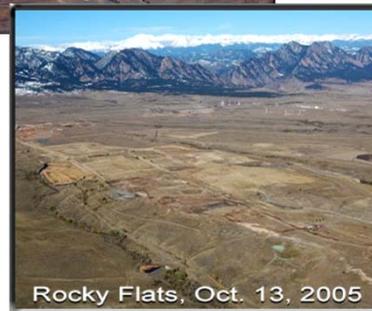


The Rest of the Rocky Flats Story

Positive Deviance



- **Time Frame:** Completed 60 years early (2005)
- **Budget:** \$30 billion under budget
- **Standards:** 13 times cleaner than required
- **Protestors:** Adversaries and antagonists are, by and large, advocates and supporters
- **Labor relations:** “The best in my career”
- **Safety:** Twice as good as the industry average
- **Unions:** Enthusiastically worked themselves out of a job
- **Innovations:** 200



The Necessity of All Four Quadrants



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Theme: Supportive interpersonal relationships, developing human capital, openness, and nurturing a collaborative culture

Key Enablers:
 Organizational culture change
 Collaboration
 Trust and credibility
 Human capital and social relationships

Theme: Innovation, risk taking, visionary thinking, and symbolic leadership

Key Enablers:
 Shared vision
 Symbolic leadership activities
 Innovation and creativity
 Meaningfulness of work

Theme: Maintaining stability, carefully controlling processes, precise objectives, and financial discipline

Key Enablers:
 Goal clarity
 New contracts
 Detailed planning, projectizing, measurement, accountability
 Stable funding

Theme: Power and politics, pressure to perform, striving for wealth, and managing external stakeholders

Key Enablers:
 External stakeholder connections
 Positive external political strategies
 Bold action and pressure to succeed
 Incentives to perform

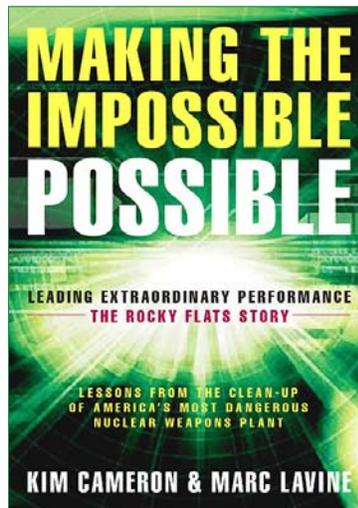


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Explaining the Results



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- **Successful strategic leadership requires personal competence in all four quadrants, as well as organizational effectiveness in each of the four quadrants.**
- **However, a square profile is not usually effective.**



Leadership Competencies Feedback

In a few minutes we will provide your 360 data feedback with your leadership competencies in each of the quadrants of the Competing Values Framework.

Remember, the effectiveness of your leadership competencies is affected by your organizational culture.

Components of the Data Feedback



- **Leadership behaviors**
 - High and low ratings
 - Discrepancies
 - Ranges
 - Percentiles
- **Organizational culture profile**
- **Descriptive adjectives**
- **Statements of strengths and areas needing development**
- **Suggestions from the workbook**

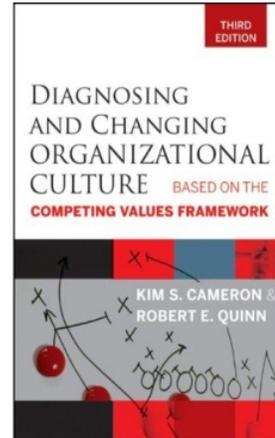
Diagnosing and Changing Organizational Culture



Implications of Culture



- Culture is difficult to change unless you can diagnose it and measure it.
- Congruence of organizational culture and leadership competencies leads to higher performance.
- The culture of the current Army and the culture of the future Army may not be the same.
- Culture change requires a systematic change process.

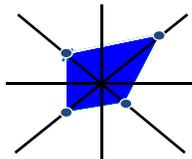


Organization Culture Profiles

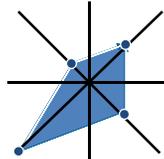


There is no best or right cultural profile.

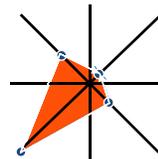
High-Tech Manufacturer



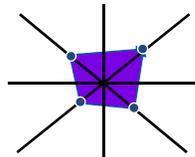
Standardized Parts Producer



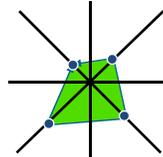
Government Agency



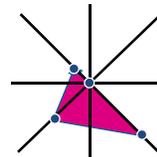
Fast-Growing Bancorp



Multinational Manufacturer



Data Systems Firm



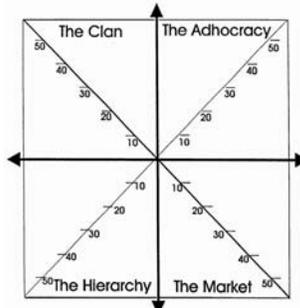
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A Brief Team Task



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- Diagnose the culture of the Army from the standpoint of senior leaders.
- Where would you map the core values, the structure, the strategies, the emphases, and the leadership style?
- **Assume you have 100 points to divide among the quadrants. Map the culture on the Competing Values Framework.**



A Process for Diagnosing and Changing Organizational Culture



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1. **Identify the NOW culture.** Without talking to others, rate the culture of your organization as it is at present. Now reach consensus as a team. Do not vote or mathematically average scores. Create a plot of this consensual organizational culture.
2. **Identify the PREFERRED culture.** Now without talking to others, rate your organization's culture as you think it must be in three to five years if you are to achieve your strategic vision, be highly successful, and accomplish your dreams. Reach consensus on that profile. Superimpose a plot of the consensual PREFERRED culture on the NOW culture plot.
3. **Identify required culture CHANGE.** Based on the discrepancies in the culture plots, what needs to change in the organization? You'll need to increase your emphasis on what, and decrease your emphasis on what?
4. **Identify MEANING.** In light of your decision to make some changes to achieve the PREFERRED culture, complete the form that asks two questions about each quadrant:
 - What DOES IT MEAN to change in this quadrant?
 - What DOESN'T IT MEAN to change in this quadrant?
5. **Tell STORIES.** Identify one or two memorable stories or incidents that illustrate the underlying culture that characterizes your PREFERRED culture. What anecdote symbolizes what you want to become?

A Process for Diagnosing and Changing Organizational Culture



6. **Identify STRATEGIES.** Develop two or three specific, actionable strategies that are imperative for changing the culture.
 - What should we do **MORE** of?
 - What should we do **START**?
 - What should we **STOP**?
7. **Identify immediate SMALL WINS.** Develop a list of a few key action steps that you can implement right away. These will likely be incremental improvements that can create immediate momentum for change.
8. **Identify METRICS, MEASURES, AND MILESTONES.** Help the institution maintain accountability by generating means and methods for determining achievement of objectives and progress toward successful change.
9. **Develop a COMMUNICATION STRATEGY with symbols, icons, and stories.** Identify to whom you will communicate the culture change process as well as time frames, frequency, sources, media, and so on.
10. **Articulate the LEADERSHIP implications. Develop personal leadership competencies, ensure needed capabilities, and establish personal improvement plans to lead the change.**

Leadership Competencies Feedback Workbook

(Spiral bound book)



- Helps reduce the data to the critical elements
 - Helps clarify interpretations
- Helps identify strategies for personal improvement



Scoring Adjectives

DESCRIPTIVE ADJECTIVES

Look at the adjectives your associates used to describe you as a leader. Plot those adjectives on the form below by identifying the adjectives that appear in the appropriate quadrant..

Adjective Number

2,3,5,8,9,11,20,21,28,29,37,41,49,54,58

12,19,25,30,33,34,36,38,39,40,45,46,47,55,56

7,13,17,22,23,24,31,44,48,50,51,52,57,59,60

1,4,6,10,14,15,16,18,26,27,32,35,42,43,53

Appropriate Quadrant

Clan/Collaborate: Relating to People

Hierarchy/Control: Managing Continuity

Adhocracy/Create: Managing Change

Market/Compete: Producing Results

CLAN: RELATING TO PEOPLE

ADHOCRACY: LEADING CHANGE

HIERARCHY: MANAGING CONTINUITY

MARKET: PRODUCING RESULTS

- What conclusions do you draw from these descriptive adjectives?
- In what respects do these reflect the feedback from the earlier sections?
- What implications do they hold for your personal improvement plan?



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Components of the Data Feedback

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 - Percentiles
- **Organizational culture profile**
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- **Statements of strengths and areas needing development**
- **Suggestions from the workbook**



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Some Trigger Questions



- What conclusions do I draw from these data?
- In what areas am I especially strong?
- In what areas do I want to develop?
- What issues does the data feedback raise for me?
- What are my aspirations for leadership achievement?
- What suggestions in the workbooks are most relevant to me?
- In light of this feedback, in what ways can I best contribute to the growth and success targets of the U.S. Army?



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Self-Awareness & Self-Disclosure



“In order to know oneself, no amount of introspection or self-examination will suffice. You can analyze yourself for weeks, or meditate for months, and you will not get an inch further—any more than you can smell your own breath or laugh when you tickle yourself. You must first be open to the other person before you catch a glimmering of yourself. Our self-reflection in a mirror does not tell us what we are like; only our reflection in other people. We are essentially social creatures, and our self-awareness resides in association, not in isolation.”

SOURCE: Harris, in Cameron, 2011



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Small Group Assignment



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Step 1:

- Take time right now to look over your data in detail. Identify meaningful gaps, discrepancies among your ratings and others' ratings, wide ranges in responses, areas of strength, items that are confusing. Use the workbook to plot your scores in each quadrant. Begin to draw some conclusions about your data.

Step 2:

- Specify one or two competencies that you want to work on. Develop an action plan. What activities can help you develop? Who can serve as a support system? Identify specific actions steps, accountability mechanisms, and milestones that indicate progress along the way. **What 1% improvement can you achieve?**

Step 3:

- **Meet in a trio.** Take turns addressing the trigger questions in your group. As a listener, ask clarifying questions, help your colleagues understand their own data better, provide ideas or suggestions. Especially, focus on what developmental experiences can be successfully initiated.



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Leading Extraordinary Performance

Shifting the Focus From
Developmental Needs to Strengths



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A Deviance Continuum



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	Benevolent
Relationships	Harmful	Helpful	Honoring
Adaptation	Threat-rigidity	Coping	Flourishing



Deficit gaps

Abundance gaps

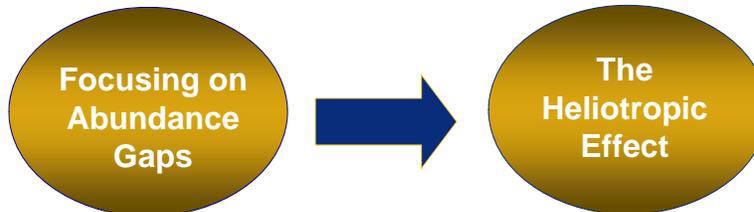


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Explanation



The theoretical and empirical foundation for abundance



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Research Illustrating the Heliotropic Effect



- 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



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Effects of Abundance on Individuals



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

**Gratitude Journal
Capturing the Best
virtuous condition** **versus
versus
versus** **Frustration Journal
Capturing the Worst
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



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Ideas for Fostering Gratitude



- (1) Gratitude Journal
- (2) Gratitude Visit or Letter
- (3) Gratitude Cards
- (4) Positively Embarrass Someone
- (5) Communicate with Families



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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.**

SOURCE: Heaphy & Dutton, 2007; Dutton & Rugins, 2007



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Capitalizing on Strengths



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- 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

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Illustrating the Abundance Framework



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Step 1

- Think of three people in the room to whom you will give feedback based on your interactions with them so far. We will all stand up, and you will be paired with another person of your choice. You will be given 60 seconds to address the following two items:
- ***(1) Here is what I have noticed about your leadership strengths; or, here is what I admire. (2) Here is an incident that illustrates those capabilities and strengths. That is, here is when I think I have seen you display your best.***
- This process will be repeated three times, with three different people, in minute segments. At the end of 60 seconds, you will move on to the next person.



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Illustrating the Abundance Framework



Step 2

- Write down what you heard. Draw a conclusion about your own leadership strengths based on the feedback you received. Identify at least one action implication of that leadership strength which you can implement at work.



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Outcomes



- **Energy:** What happens to the energy in the room when people provide this kind of feedback to one another?
- **Emotions:** What was your own emotional reaction to receiving this feedback from others?
- **Connections:** What is the impact on interpersonal relationships?



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Positive Energizers



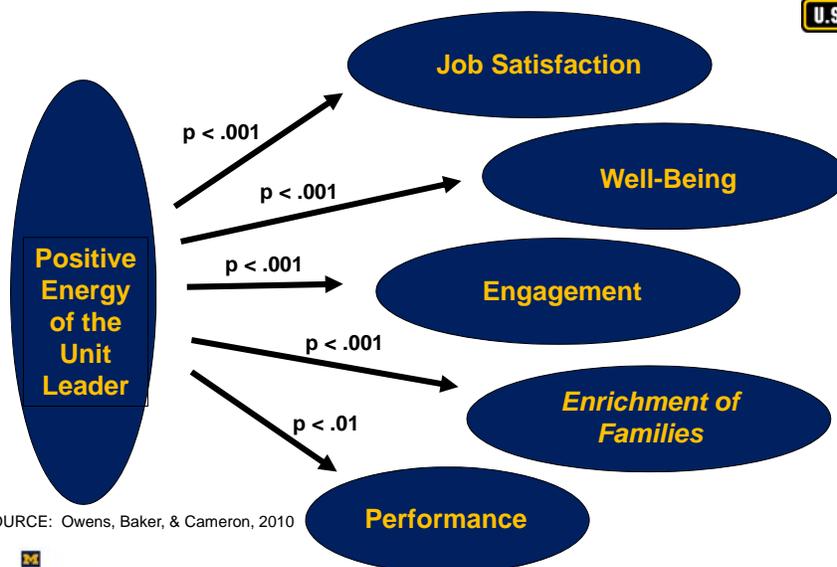
- Those who positively energize others are higher performers. Position in the *energy* network is four times the predictor of performance compared to position in *informational* networks.
- Positive energizers tend to enhance the work of others. People who interact with or are connected to energizers also perform better.
- High performing firms had three times as many positive energizing networks than low performing firms.



SOURCE: Baker, 2003.

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Impact of Positive Energy on Individuals

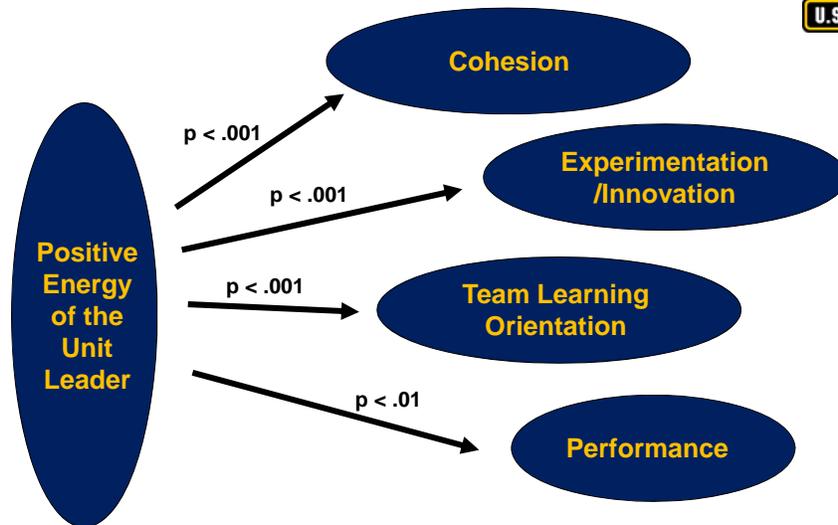


SOURCE: Owens, Baker, & Cameron, 2010



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Impact of Positive Energy on Units



SOURCE: Owens, Baker, & Cameron, 2010

Yeah, But . . .



- **Come on, Cameron. We're at war!**
- **Aren't most organizations fraught with problems?**
- **Positive people do not necessarily make for a positive organization. Does any evidence exist that organizations are better off with positivity?**
- **Are the critics and detractors right? Is there any evidence to convince us that POS has any genuine, meaningful impact on organizations?**

Why Do Negative Factors Get Our Attention?



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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

- 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 cost them their lives. 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.



U.S. ARMY

The Business Case for Abundance

Effects of Abundance on Organizations



U.S. ARMY

- 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
- Health care performance
- Financial services performance
- **Conclusion: An abundance culture, organizational virtuousness, and positive organizational dynamics are significantly and positively related to effectiveness (e.g., profitability, productivity, quality, innovation, customer satisfaction, employee retention).**



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High Performance Teams



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	Team Performance		
	High	Medium	Low
Positive Statement Ratio (supportive, encouraging, appreciation)	5.6 to 1	1.8 to 1	.36 to 1
Inquiry/Advocacy Ratio (questioning versus asserting)	1.1 to 1	.67 to 1	.05 to 1
Others/Self Ratio (external versus internal focus)	.94 to 1	.62 to 1	.03 to 1
Connectivity Average (mutual influence, assistance, interaction)	32	22	18

SOURCE: Losada & Heaphy, 2004.



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Organizational Virtuosity and Performance

After Recent Downsizing (in 16 Industries)



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- **Statistically significant relationships exist between organizational virtuosity** (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

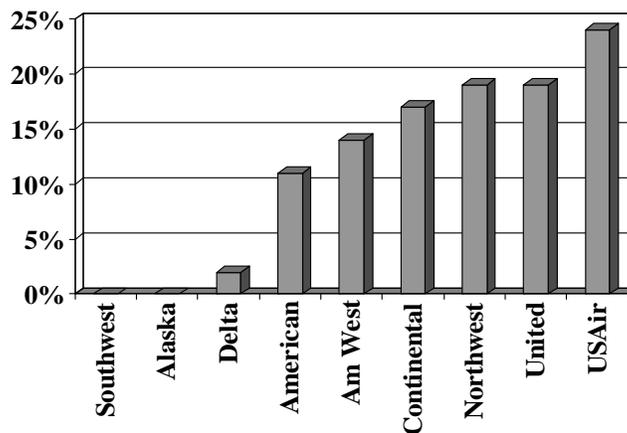


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Employee Layoffs After September 11th



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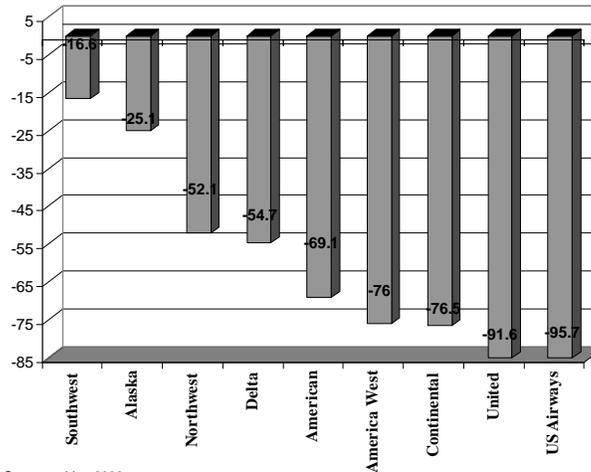


SOURCE: Gittell, Cameron, Lim 2006



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Stock Values – September 2001 to September 2002

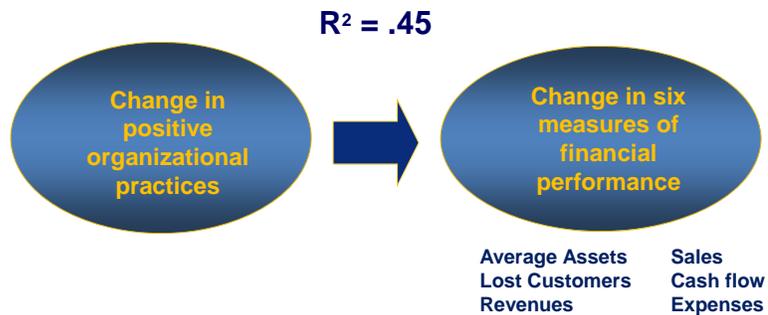


SOURCE: Gittell, Cameron, Lim 2006



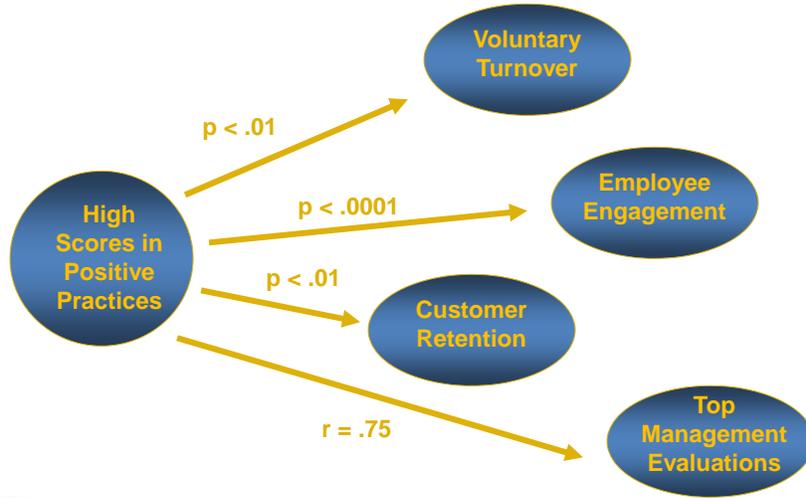
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Improvement in Financial Services



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Performance in Financial Services



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Improvement in Health Care



Percent improvement over a two year period.



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Examples of Abundance Tools



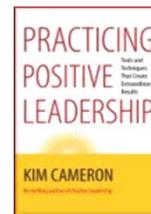
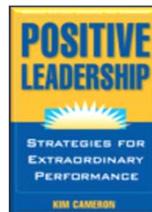
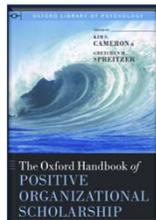
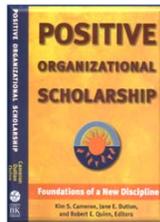
- Reflected best-self feedback process**
 A personal feedback tool that provides descriptive stories of individuals' best-selves—when they created extraordinary value. This results in a best-self portrait and action plans designed to capitalize on personal strengths.
- Positive energy networks**
 A tool to identify positive energizers and the positive energy network that exists in an organization, along with hints for capitalizing on the energy network.
- PMI program**
 A tool based on one-on-one meetings between managers and their direct reports designed to foster continuous improvement, accountability for performance, and developing employees into extraordinary performers.
- Supportive communication in difficult circumstances**
 A technique for delivering negative feedback in ways that foster stronger, more collaborative relationships.
- High quality relationships**
 A set of techniques for fostering high quality connections—temporary interactions in organizations—as well as longer-term relationships among co-workers.
- Engagement of employees**
 Techniques for fostering high levels of engagement among employees by managing ideological capital, social capital, intellectual capital, and financial capital.
- Empowerment of employees**
 A set of techniques for enhancing the empowerment of employees through self-efficacy, self-determination, personal consequence, personal meaning, and trust.
- Life-long customer loyalty**
 A technique for diagnosing levels of customer commitment and helping to create life-long customer loyalty.
- Everest goals**
 A tool for identifying organizational and individual goals which extend beyond normal SMART goal setting and lead to extraordinary levels of achievement.
- Positive practices assessment**
 A diagnostic survey instrument identifies 38 dimensions of positive practices that are highly predictive of financial performance in organizations.
- Reciprocity ring**
 A tool used to create a network of generalized reciprocity in which members of an organization acquire assistance and resources that were previously unknown and/or unacknowledged.
- Gratitude journals and gratitude visits**
 A tool used to help individuals experience a gratitude condition daily as well as to experience the impact of a profound interaction based on thanksgiving.
- Positive culture change**
 A technique for helping organizations transform their cultures toward abundance and positive deviance.
- Job crafting**
 A set of processes individuals can use in their jobs to enhance meaningfulness, satisfaction, and thriving.
- Fundamental state of leadership**
 A set of techniques that lead individuals from a normal state of functioning to a state in which leaders are internally-directed, externally-open, others-focused, and purpose-centered.

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Some Additional Resources



www.bus.umich.edu/positive



Prescriptions for Leading Positive Deviance



- **Capitalize on the heliotropic effect.**

We have learned to ignore it. (Positively embarrass someone)

- **Foster positive energy.**

Energy is 4 times more powerful than information & influence.
(Advocate for or nurture one person)

- **Focus on abundance gaps.**

People get consumed by problems and obstacles. (Use strength in a new way)

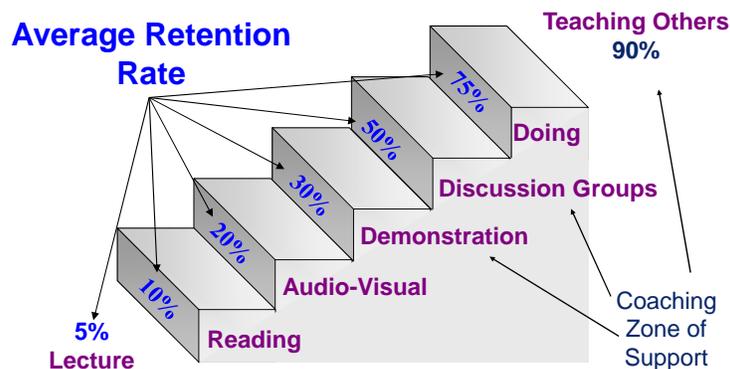
- **Celebrate what goes right.**

Problems usually dominate our attention. (Write gratitude cards and/or journal)



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Learning Retention



Source: The Learning Stairs; NTL Institute; Bethel, ME



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Individual Assignment



- Your assignment is to teach the key insights and principles associated with the Abundance Framework to one of your colleagues. Because the likelihood increases dramatically that you will follow through on what you have taught, you will be given one minute to prepare to teach this material.
- You will pair yourself up with another person in the room, and you will have 90 seconds to teach that person the key messages associated with the Abundance Framework. At the end of a minute and a half, you will switch roles and your partner will teach you.
- This process will be repeated with another person. At the end of the three minute interaction with your partner, you will move on to another person and repeat the process. After teaching more than once, you will be much more prepared to teach someone back home as well as to execute what you know.



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Coaching and Conversation



- Several of us will be available for one-on-one sessions—to address questions or issues relating to your data or to your personal improvement plans—if you would like to schedule time.



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