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# Positive Work and Organizations: Research and Practice

a publication by the IPPA Work and Organizations Division

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## EDITOR'S NOTE

Dear IPPA W&O Members,

Happy Summer! I am pleased to announce the release of the second issue of IPPA Work and Organizations Division bi-annual newsletter, Positive Work and Organizations: Research and Practice (PWORP). The inaugural issue published in [December, 2015](#) received an overwhelming response with over 3500 page views from around the world! Thank you to all who sent us kind congratulatory notes and thoughtful comments. It is deeply gratifying to learn that this newsletter resonates for many of you.

We (editors, Annelise Austill, Scott Donaldson and I) are excited that the current issue received many high-quality submissions from senior academics and practitioner experts. In this issue you can read articles that span each of the three main arms of organizational research that positive psychology has influenced – positive organizational psychology, positive organizational scholarship, and positive organizational behavior. We are proud to present articles of interest to scholars in industrial-organizational psychology, management, human resource management, and evaluation science.

The PWORP newsletter is a space for our member scholars and practitioners around the world to share knowledge, experience, and insights on a common platform, and develop opportunities for networking and growth. The PWORP, the first newsletter of its kind, publishes scientific empirical and conceptual scholarship as well as literature reviews, philosophical commentaries, and evidence-based discussions of issues on the ground. Thus, drawing from the vision and goals of the division, the newsletter highlights both research and practice and serves as a bridge between these areas.

The web version of the PWORP newsletter is equipped to support discussion and comments. Please feel free to share your thoughts and ideas on the articles. If you are interested in submitting a contribution for future issues, please email your submission to [EditorWOD@ippanetwork.org](mailto:EditorWOD@ippanetwork.org). ([See Submission Guidelines](#))

I hope you will find this issue inspiring and thought-provoking.

Meg Warren, *Editor-in-Chief*  
President, Work & Organizations Division  
International Positive Psychology Association

\* A special thanks to our guest copyeditor, Justin Shegerian, Santa Monica College for his reviews.

## RESEARCH BRIEFS

**Mentoring Relationship Quality and Job Satisfaction**  
by Laura G. Lunsford, Vicki L. Baker, and Meghan J. Pifer

Dr. Laura Lunsford, Dr. Vicki Baker, and Dr. Meghan Pifer provide preliminary insights into a new way of measuring mentorship quality. The authors provide initial data to support the use of a new measure designed to assess relationship quality using emotional tone, tensility, and openness rather than simply the presence of a mentor.

## NEWS & ANNOUNCEMENTS



### MEMBER ANNOUNCEMENTS



### DIVISION NEWS & ANNOUNCEMENTS



### EXTERNAL OPPORTUNITIES

#### The Positive Aspect of Job Crafting: Job Crafters as Active Employees by Paraskevopoulou Louiza and Apospori Eleni

Paraskevopoulou Louiza and Dr. Apospori Eleni provide a new perspective on job crafting and its role in job identity. The authors propose that individuals are able to reveal their authentic selves through the act of job crafting and that work is inherently shaped by unique individual characteristics. The authors conduct a full scale development to define this new factor and further explore the nature of job crafting.

#### THEORY BRIEFS

##### What is a Virtue Theory and Why Does It Matter? by David Bright

Dr. David Bright outlines the distinctions between how philosophers and social scientists understand virtue ethics. In highlighting the contrast between how these two disciplines approach the study of virtues, Bright aims to provide a more rich and conceptually sound basis for empirical study.

##### Meaningful Purpose (Logoteleological) Organization Development by Luis A. Marrero

Luis Marrero aims to use logoteleology to provide a solution to some of the world's most pressing problems facing the economy and community well-being. Using meaning as a driver of action, Marrero argues for a new way to understand organizations and the people within them.

#### TEACHING BRIEFS

##### The CGU Positive Business Challenge by Gregory Hennessy and Jeffrey Yip

Dr. Jeffrey Yip and Greg Hennessy share a new teaching tool – the Positive Business Challenge. In this competitive exercise, the instructors asked students to develop innovative and evidence-based positive psychology interventions in their capstone course. The process, contestants' ideas, and best practices are discussed to provide insight into this innovative teaching technique.

##### Teaching the Reflected Best Self Exercise™ for personal development by Gretchen Spreitzer and Katie Forsythe

Dr. Gretchen Spreitzer and Katie Forsythe discuss the powerful and positive benefits of using the Reflected Best Self Exercise™ (RBSE™) to enable individuals, coaches, and managers to help people develop their best selves. Spreitzer and Forsythe outline how this tool differs from other leader development methods and clearly illustrate the unique benefits of using RBSE™ as a transformative teaching practice.

#### PRACTICE BRIEF

##### Creating Sustained Organizational Success: An Application of Character Science, by Neal H. Mayerson

Dr. Mayerson illustrates how character strengths can be invaluable in leveraging talent for business sustainability and success. Using empirical evidence as a basis for his ideas, Mayerson provides insights into the future of character strengths at work.

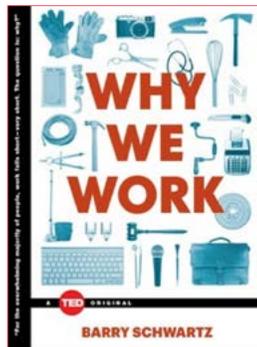
## INTERVIEW WITH DR. TESSIE CATSAMBAS

Dr. Tessie Catsambas discusses her approach to integrating positive psychology into her evaluation practice. She provides advice for future practitioners and highlights how positive approaches can enhance organizational learning and development for organizations.

## INTERVIEW WITH DR. BARRY SCHWARTZ

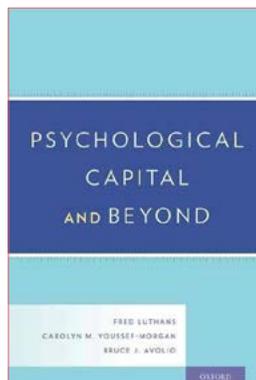
Dr. Barry Schwartz, well known for his research on the paradox of choice and practical wisdom, has shifted his focus to the workplace. In his most recent book, *Why We Work*, Dr. Schwartz brings his astute and compassionate observations to bear on our relationship to work and the false beliefs that have negatively influenced our experience of work. This interview sheds light on incentive systems, trust, meaning, and the powerful role of institutions in shaping behavior.

## BOOK REVIEW



*Why We Work*, by Barry Schwartz  
Review by Kim Perkins

This review of Dr. Barry Schwartz's new book on the workplace provides a clear picture of what readers can hope to learn from this exciting new work. Perkins targets key insights from her reading of this text, featuring general insights into the big questions behind the nature and purpose of work.



*Psychological Capital and Beyond*, by Fred Luthans, Carolyn M. Youssef-Morgan, and Bruce J. Avolio  
Review by Jewel (Joo Young) Lee

Jewel Lee's book review of Luthans, Youssef-Morgan, and Avolio's newest work highlights important findings and future directions for Psychological Capital (PsyCap). Lee explores this text's new evidence supporting PsyCap as a holistic construct and potential ways to estimate its return on investment.

The International Positive Psychology Association (IPPA) is a global leader in promoting the science of positive psychology and its research-based applications, facilitating collaboration among positive psychology supporters and sharing the findings of positive psychology with the broadest possible audience.

The IPPA Work and Organizations Division is a forum for academics, researchers, practitioners, and organizations interested in the study and application of positive psychological concepts in organizational settings.

For more information, visit [www.ippanetwork.org/divisions/work](http://www.ippanetwork.org/divisions/work)