

FIGURE I.1

Virtuousness, positive relational energy, and performance



FIGURE 2.1

A traditional hierarchical organization chart

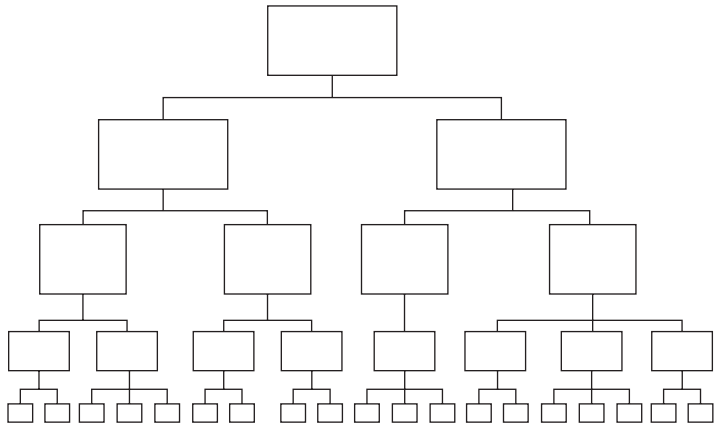


FIGURE 2.2

A positive energy network

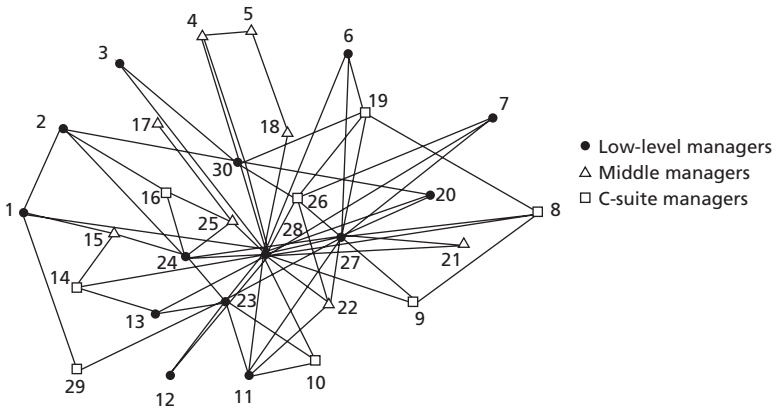


FIGURE 2.3

A de-energizing network

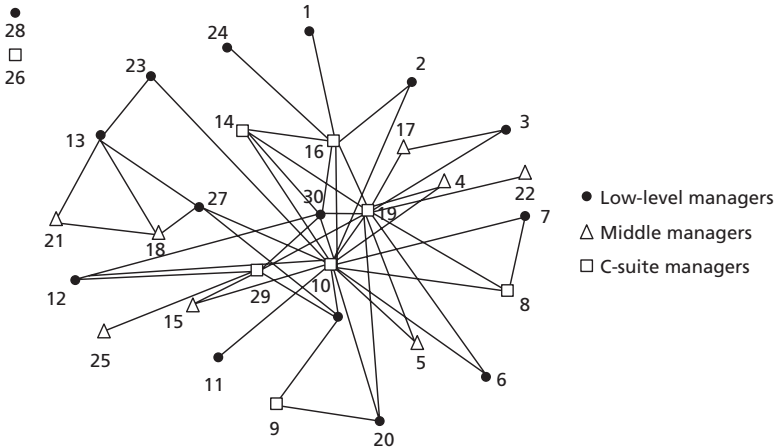
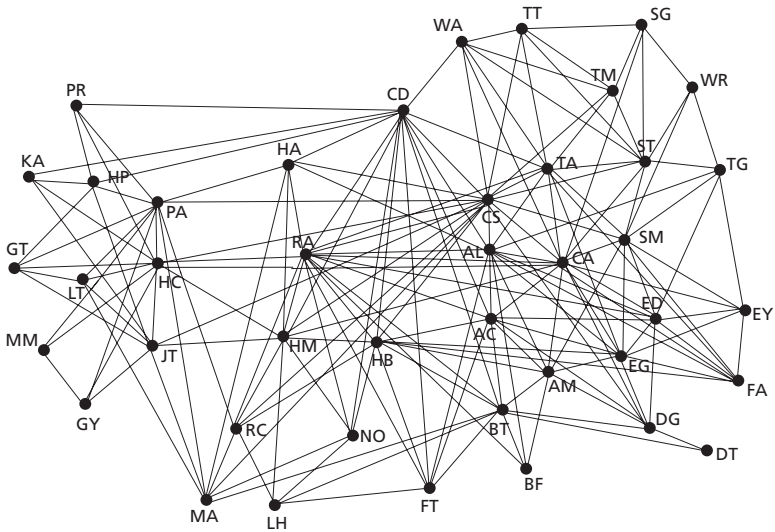


FIGURE 2.4

An information sharing network



Source: Used with permission of Rob Cross.

FIGURE 2.5

Information sharing among de-energizers

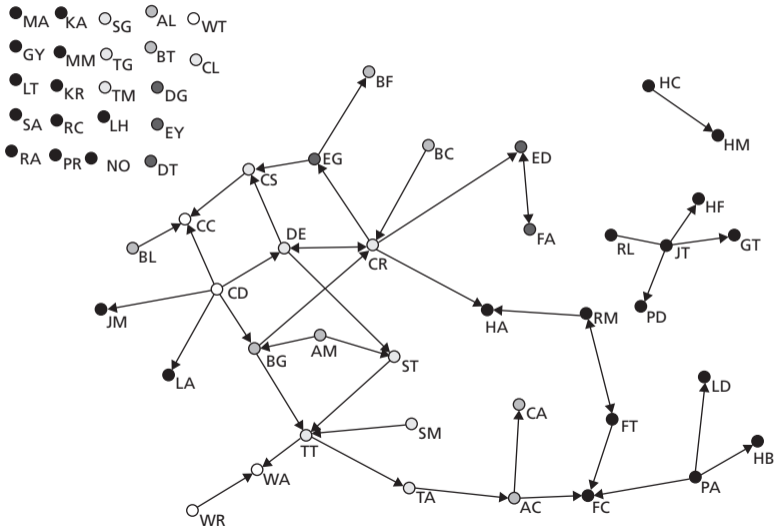


FIGURE 2.6

Impact of positively energizing leaders on employees

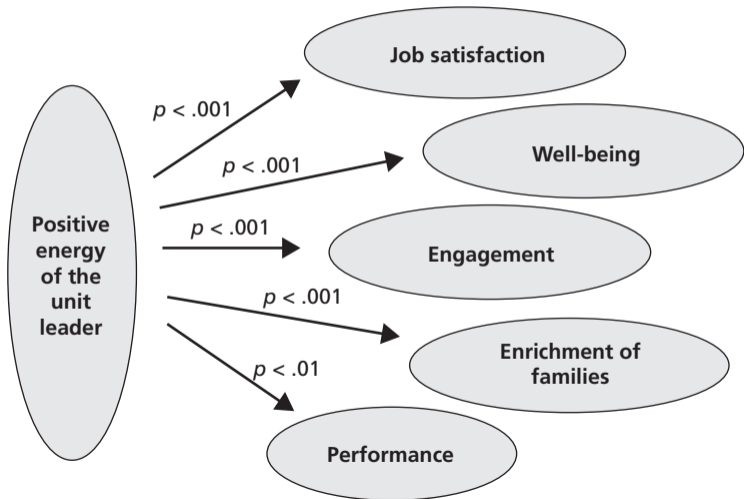


FIGURE 2.7

Impact of positively energizing leaders on the organization

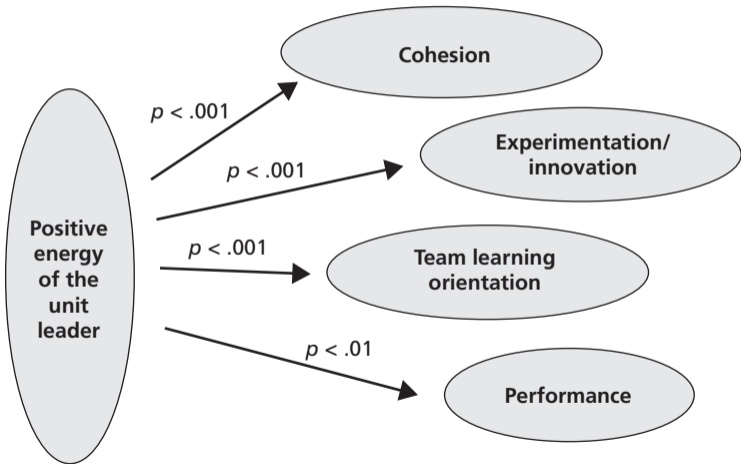


FIGURE 2.8

The positively energizing leaders

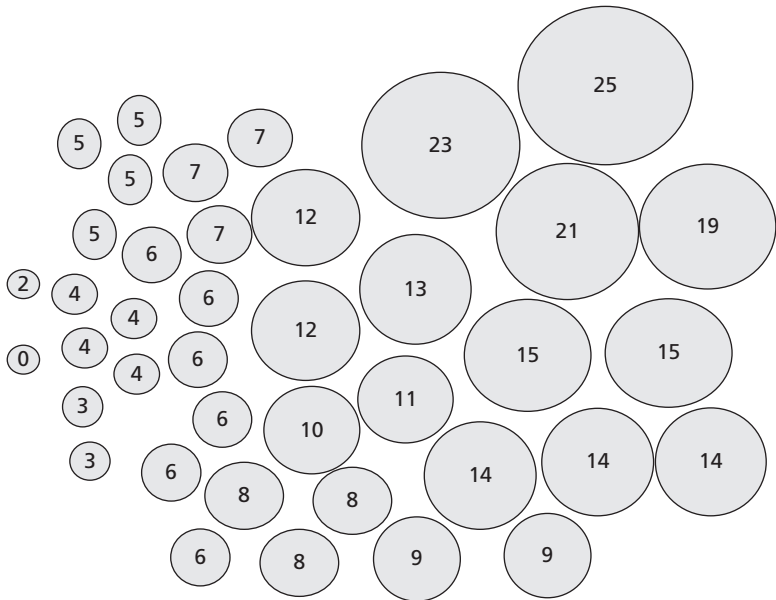


FIGURE 2.9

The de-energizing leaders

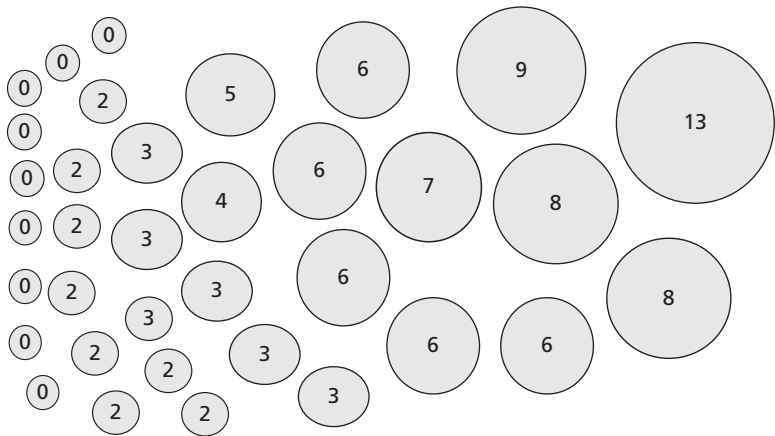


TABLE 3.1**Attributes of positively energizing leaders**

Energizers	De-energizers
1. Help other people flourish without expecting a payback.	1. Ensure that they themselves get the credit.
2. Express gratitude and humility.	2. Are selfish and resist feedback.
3. Instill confidence and self-efficacy in others.	3. Don't create opportunities for others to be recognized.
4. Smile frequently.	4. Are somber and seldom smile.
5. Forgive weaknesses in others.	5. Induce guilt or shame in others.
6. Invest in developing personal relationships.	6. Don't invest in personal relationships.
7. Share plum assignments and recognize others.	7. Keep the best for themselves.
8. Listen actively and empathetically.	8. Dominate the conversation and assert their ideas.
9. Solve problems.	9. Create problems.
10. Mostly see opportunities.	10. Mostly see roadblocks and are critics.
11. Clarify meaningfulness and inspire others.	11. Are indifferent and uncaring.
12. Are trusting and trustworthy.	12. Are skeptical and lack integrity.
13. Are genuine and authentic.	13. Are superficial and insincere.
14. Motivate others to exceed performance standards.	14. Are satisfied with mediocrity or "good enough."
15. Mobilize positive energizers who can motivate others.	15. Ignore energizers who are eager to help.

FIGURE 3.1

The strongest associations between energizing attributes and organizational performance

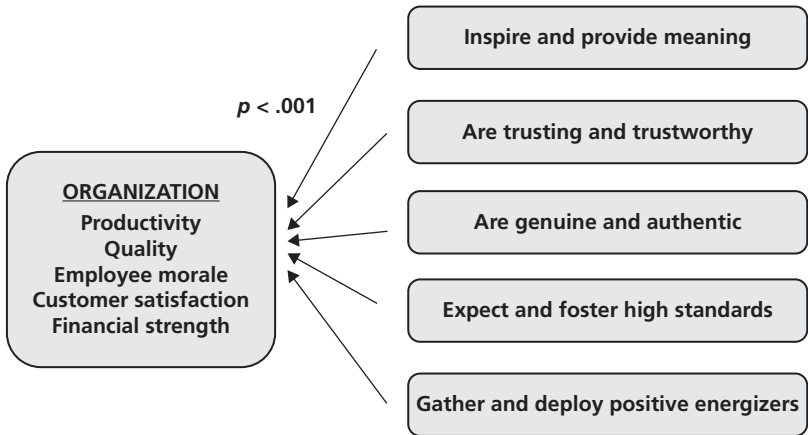


FIGURE 3.2

Virtuousness, relationships, and positive energy



FIGURE 5.1

Scores on eight dimensions of positive practices



FIGURE 5.2

Effects of positive leadership classes on students at universities in India and Spain

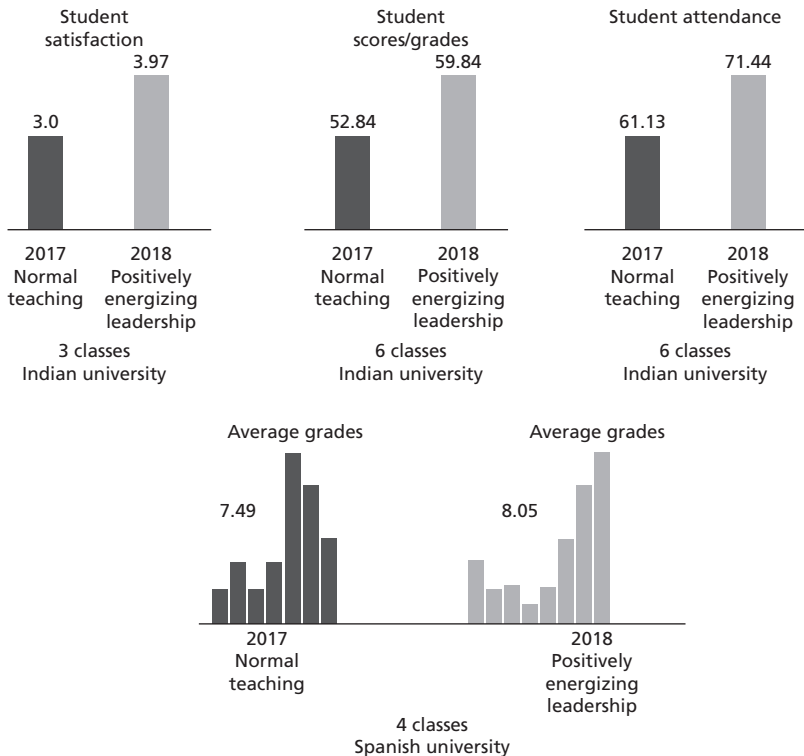
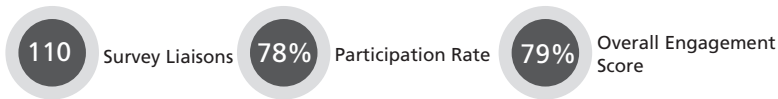


FIGURE 5.3

Improvements in employee opinion scores as a result of the positive culture initiative



FY19 Score Key 9 Climate Metrics Increase Since FY17

73%	My unit is committed to DEI	↑+28%
80%	I belong	↑+23%
76%	I feel valued as an individual	↑+21%
65%	I have experienced positive growth	↑+20%
65%	I can perform up to my full potential	↑+23%
68%	My ideas are seriously considered	↑+19%
79%	I am treated with respect	↑+16%
64%	I have a voice in decision-making	↑+21%
62%	I have equal opportunities for success	↑+15%



Source: Used with permission of Kevin Hegarty, EVP-CFO, University of Michigan.

TABLE 5.1

Indicators of Tecmilenio's success in 2018

Outcome	Percentage
Increase in institution revenues (5 years)	1,379
Students employed in a job that fulfills their purpose in life	95
Students who recommend Tecmilenio to others (Net Promoter Score)	98
Companies that recommend the Tecmilenio internship program	98

TABLE 6.1

Outcomes of experiencing positive emotions, positive relational energy, and positive practices

Live 11 years longer than normal

Succumb to fewer illnesses

Have higher survival rates after serious illness or accident

Stay married longer

Tolerate pain better

Work harder

Perform better on the job

Make more money over a lifetime

Display more mental acuity

Make higher-quality decisions

Are more creative and flexible in their thinking

Are more adaptive and resilient after trials and trauma

Engage in more helping behaviors

Have lower rates of all-cause mortality, fewer heart attacks,
and higher cancer survival rates

David, S. A., Boniwell, I., & Ayers, A. C. (2013). *The Oxford handbook of happiness*. New York, NY: Oxford University Press. Also, Cameron, K. S., & Spreitzer, G. M. (2012). *The Oxford handbook of positive organizational scholarship*. New York, NY: Oxford University Press. Also, Snyder, C. R., & Lopez, S. J. (2002). *Handbook of positive psychology*. New York: Oxford University Press.

TABLE 6.2

A sample of countries represented by scholars and researchers at the IPPA congress

Argentina	Mexico
Australia	Nepal
Austria	Netherlands
Brazil	Norway
Canada	Poland
Chile	Portugal
China	Russia
Denmark	Singapore
Finland	South Africa
France	South Korea
Germany	Spain
Iceland	Switzerland
Israel	Taiwan
Italy	United Kingdom
Japan	United States

TABLE 6.3

A sample of countries used as the focus of study at the IPPA congress

Academic achievement in Bhutan

Happiness in Chinese teens

Trust among Chinese retirees

Transforming culture in Ukraine

Optimal environments in French schools

Body image among youth in Singapore

Purpose and well-being in Hispanic women

Test construction—an Indian model

Education modules for Indian rural women

PsyCap and employability in Africa

PsyCap in Indian nongovernmental organizations

Secondary students' well-being in Singapore

Positive psychology in Europe

Buddhist mind training

Positive education in India

Gratitude: International perspectives

Positive leadership in New Zealand Customs

Intercultural studies of semantics

TABLE 6.4

A sample of problem-based topics being investigated at the IPPA congress

Courage and childhood anxiety

Traumatic brain injury

Neurorehabilitation

Resilience in the military

Self-compassion in women

Positivity and disability

Values-in-Action (VIA) with forensic patients

Stress and perception

Decreased happiness among adolescents

Child psychotherapy

Social capital and academically at-risk students

Neuropsychiatric disorders in childhood

Psychosocial factors among Black HIV patients

Positivity in Parkinson's disease patients

Resilience in kidney disease patients

Racial and ethnic gaps in life satisfaction

Spiritual reframing with HIV patients

Character strengths in LGBT individuals

Hope and meaning in poverty

Embracing the dark side

FIGURE R.1

An illustration of energy density

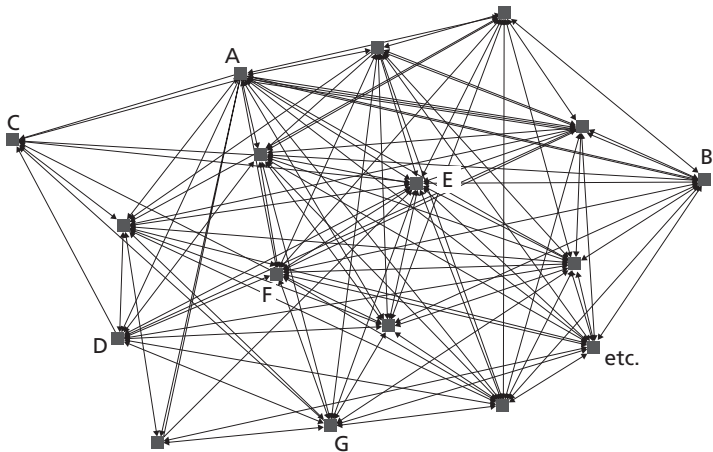


FIGURE R.2

A bubble chart of energy ratings

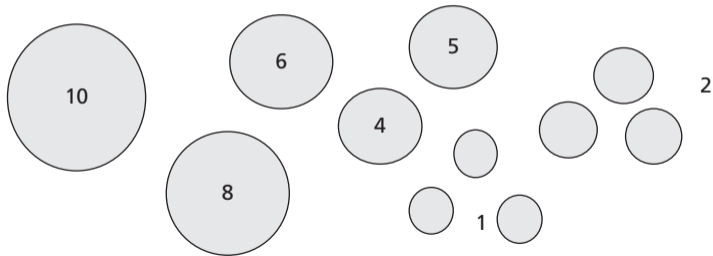


FIGURE R.3

A pulse graph of energy

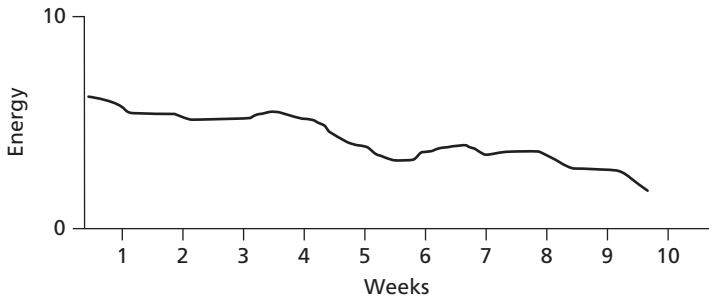


FIGURE R.4

Assessing positive energy behaviors

ENERGIZERS		DE-ENERGIZERS
1. Helps other people flourish without expecting a payback.	10 9 8 7 6 5 4 3 2 1	1. Ensures that he or she gets the credit.
2. Expresses gratitude and humility.	10 9 8 7 6 5 4 3 2 1	2. Is selfish and resists feedback.
3. Instills confidence and self-efficacy in others.	10 9 8 7 6 5 4 3 2 1	3. Doesn't create opportunities for others to be recognized.
4. Smiles frequently.	10 9 8 7 6 5 4 3 2 1	4. Is somber and seldom smiles.
5. Forgives weaknesses in others.	10 9 8 7 6 5 4 3 2 1	5. Induces guilt or shame in others.
6. Invests in developing personal relationships	10 9 8 7 6 5 4 3 2 1	6. Doesn't invest in personal relationships.
7. Shares plum assignments and recognizes others' involvement.	10 9 8 7 6 5 4 3 2 1	7. Keeps the best for himself or herself.
8. Listens actively and empathetically.	10 9 8 7 6 5 4 3 2 1	8. Dominates the conversation and asserts his or her ideas.
9. Solves problems.	10 9 8 7 6 5 4 3 2 1	9. Creates problems.
10. Mostly sees opportunities.	10 9 8 7 6 5 4 3 2 1	10. Mostly sees roadblocks and is critical.

(Continued)

FIGURE R.4Assessing positive energy behaviors (*Continued*)

ENERGIZERS		DE-ENERGIZERS
11. Clarifies meaningfulness and inspires others.	10 9 8 7 6 5 4 3 2 1	11. Is indifferent and uncaring.
12. Is trusting and trustworthy.	10 9 8 7 6 5 4 3 2 1	12. Is skeptical and lacks integrity.
13. Is genuine and authentic.	10 9 8 7 6 5 4 3 2 1	13. Is superficial and insincere.
14. Motivates others to exceed performance standards.	10 9 8 7 6 5 4 3 2 1	14. Is satisfied with mediocrity or "good enough."
15. Mobilizes positive energizers who can motivate others.	10 9 8 7 6 5 4 3 2 1	15. Ignores energizers who are eager to help.

FIGURE R.5

Mean scores for the positive energy behaviors assessment

1	4.74
2	5.37
3	5.47
4	5.88
5	5.57
6	5.14
7	5.48
8	5.60
9	5.96
10	5.93
11	5.79
12	5.90
13	5.83
14	5.89
15	5.88