



# Moon Shots for Positive Organizational Psychology

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A night sky filled with stars, with a dark foreground showing silhouettes of trees and buildings. A semi-transparent dark rectangle is centered over the sky, containing the text "A Fundamental Bias." in white.

A Fundamental Bias.



# A Bias for Hope

“To widen the limits of what is or is perceived to be possible.”

(Hirschman, 1971)





'RAT RACE'

At work, do you have the  
opportunity to do what you do best  
every day?

**No: 80%**

Gallup Survey of 1.7 million employees  
Buckingham, M., & Clifton, D. (2001)

We need a new operating system.





# Moonshots for Positive Organizational Psychology:

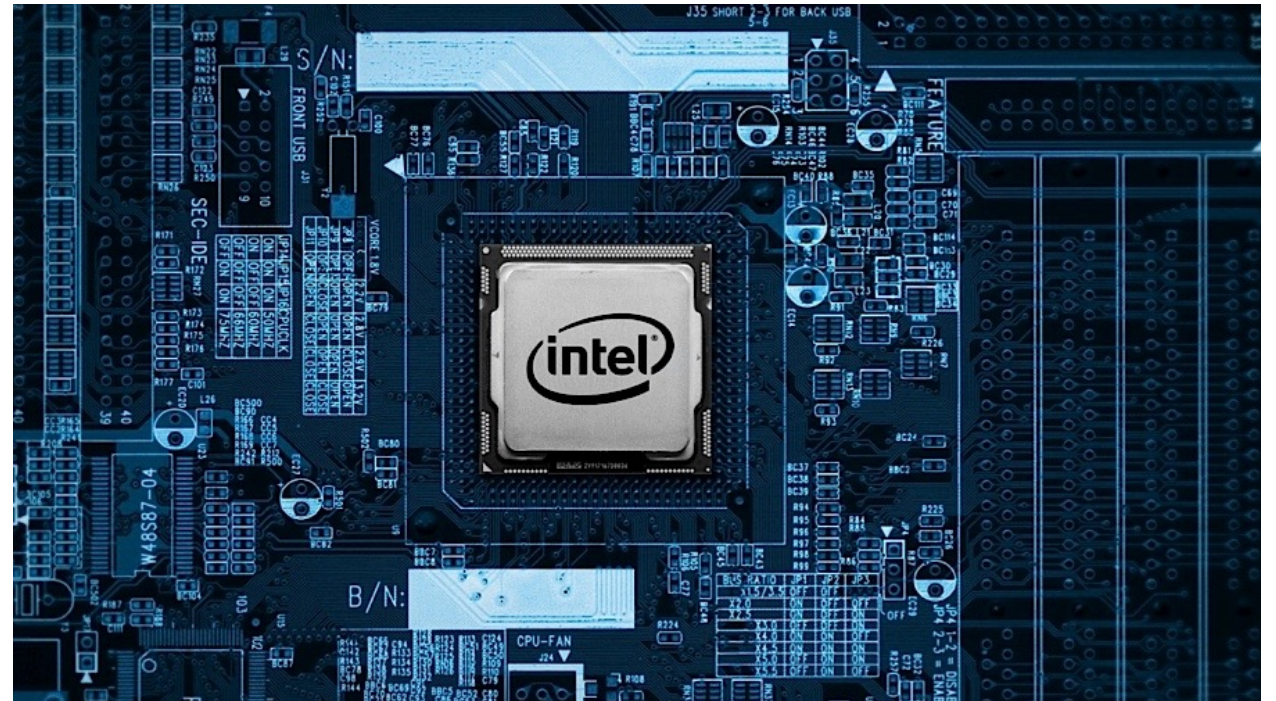




# Positive Organizational Psychology

“the scientific study of positive subjective experiences and traits in the workplace and positive organizations, and its application to improve the effectiveness and quality of life in organizations” (p. 6)

Donaldson & Ko (2009)





# A Business Case for Positive Organizational Psychology

Results and Performance

Behaviors

Beliefs

Positive Experiences and Relationships

# Positive Moonshots

**Unleash Talent**



**Enable Protean Careers**





# Top Challenge Facing CEOs today : TALENT

## PwC CEO survey findings



*CEOs say they recognize the need to change their talent strategies to adapt to megatrends*

*...yet...*



*CEOs say they haven't taken the first step*

PWC (2015) Global Innovation Study



## THEORY X

People as having an inherent dislike of work, with a preference to be directed by others

## THEORY Y

People as intrinsically motivated and capable

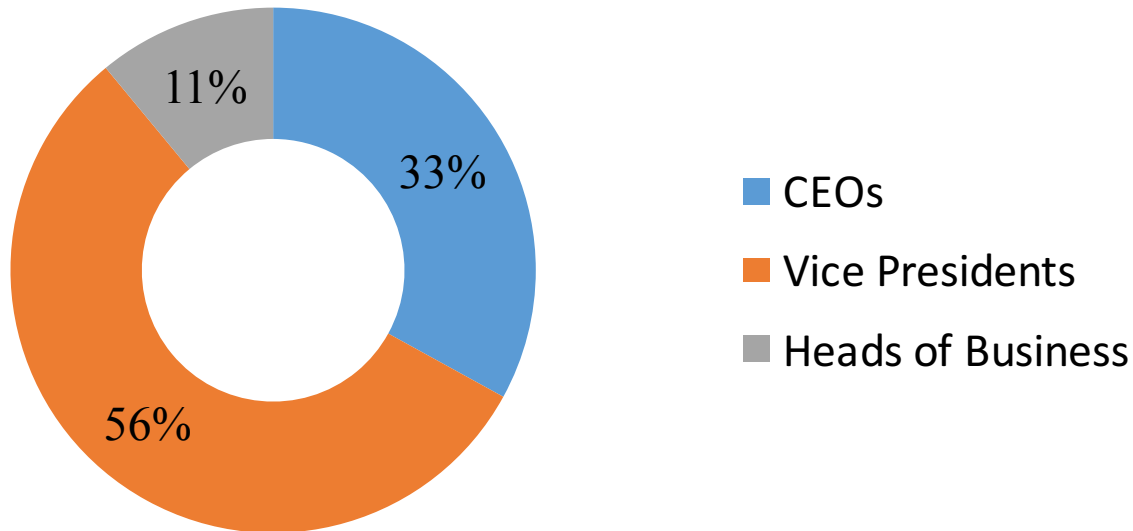


*(McGregor, 1960)*

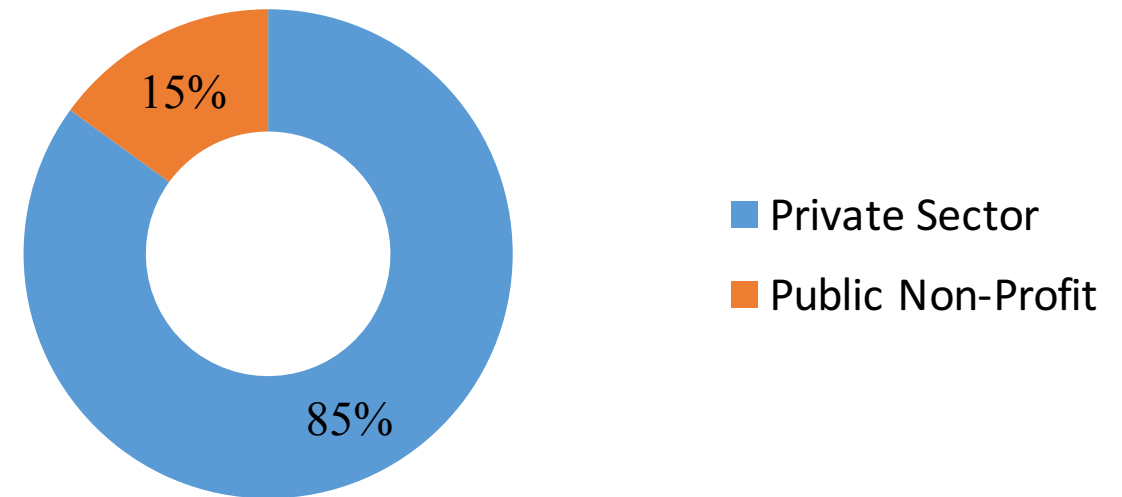


# A study of 334 Executives (CEOs and VPs)

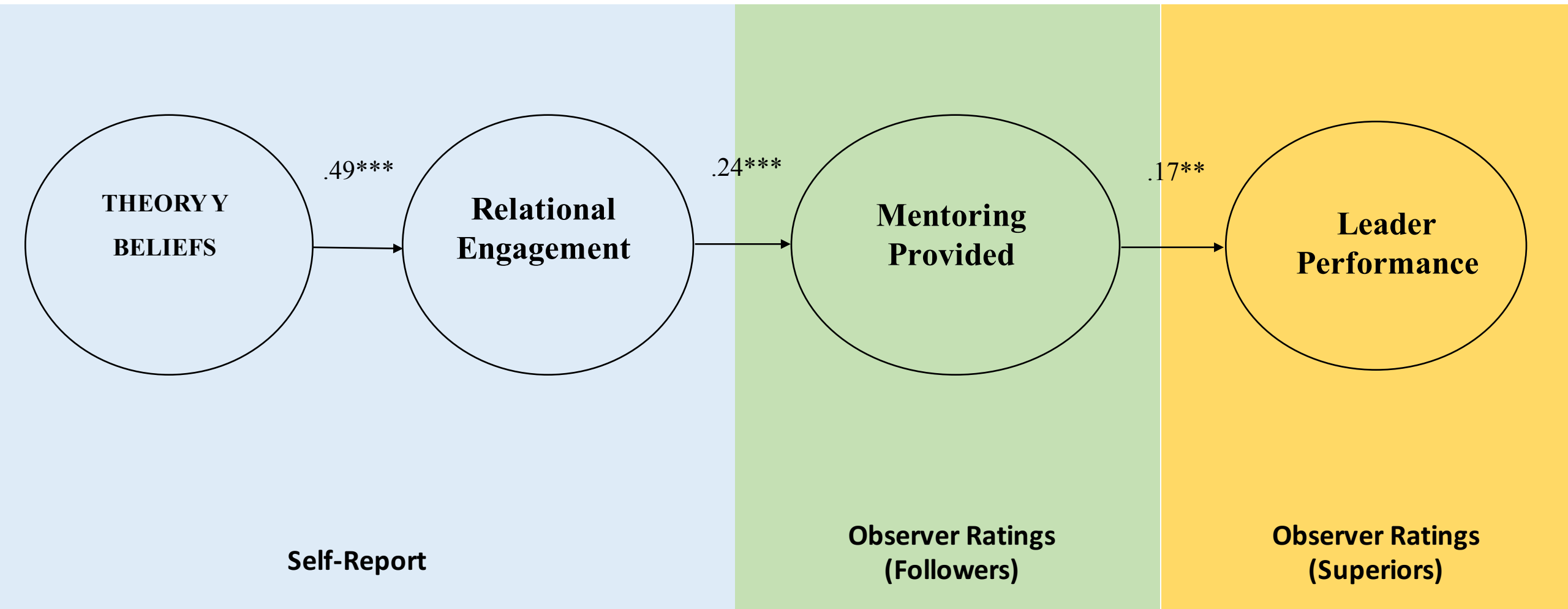
**LEVEL**



**SECTOR**



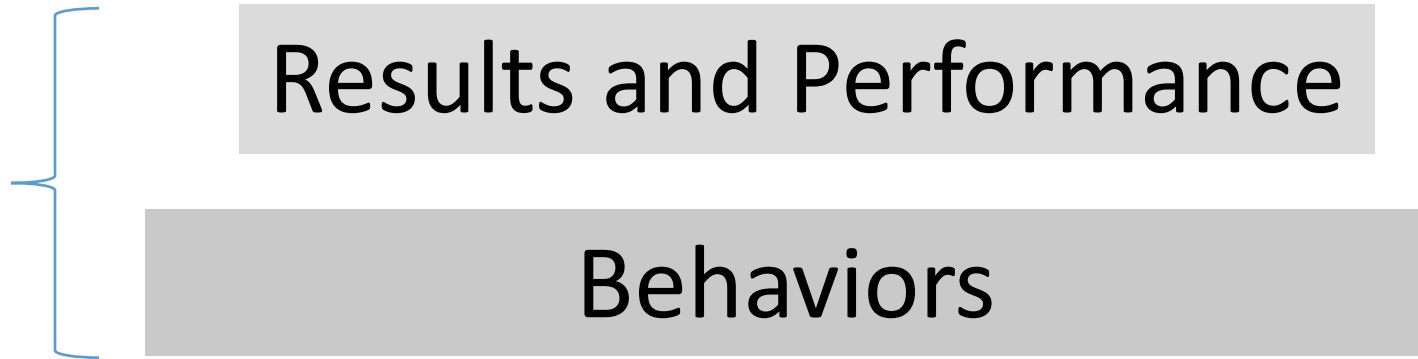
## A Positive Value Chain



Research model with standardized coefficients (N=334) \*\*  $p < .01$ , \*\*\*  $p < .001$



# Talent Management 1.0 : HUMAN CAPTIAL



**FLAWED ASSUMPTION : TALENT AS A FIXED TRAIT**

Murphy, M. C., & Dweck, C. S. (2010). A culture of genius *Personality and Social Psychology Bulletin*, 36(3), 283-296.

BETHANY McLEAN AND PETER ELKIND

# THE SMARTEST GUYS IN THE ROOM

THE AMAZING RISE AND  
SCANDALOUS FALL OF ENRON



It was a company that prized “sheer brainpower” above all else, where the task of sorting out “intellectual stars” from the “merely super-bright” was the top priority

—Description of Enron (McLean & Elkind, 2003)



# Positive Talent Science

Results and Performance

Behaviors

Beliefs

Positive Experiences and Relationships

Dynamic model  
of talent  
management



# Advancing *Positive Talent Science*



talent science  
lab

- Research Insights
- Expert Interviews
- Talent Trends

[www.talentscience.org](http://www.talentscience.org)



# Positive Moonshots

**Unleash Talent**



**Enable Protean Careers**



# The Protean Career (Hall, 1996)

	<i>Traditional Career</i>	<i>Protean Career</i>
Who's in charge?	Organization	Person
Core values	Advancement	Freedom, growth
Success criteria	Position level, Salary	Meaning and Subjective success

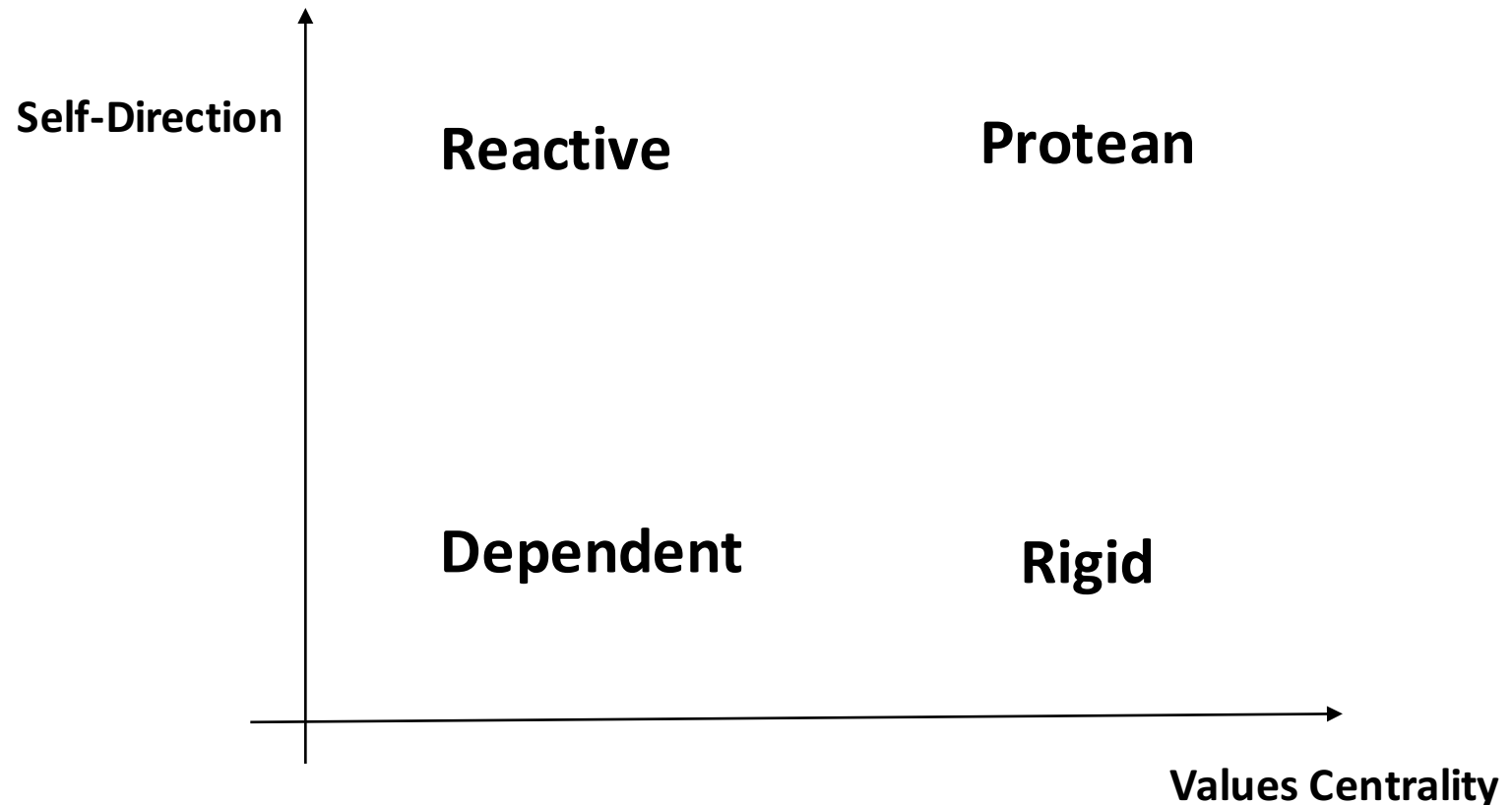


# A Protean Orientation

**Self-Direction** : “I am in charge of my own career.”

**Values Centrality**: “I have sided with my own values when asked me to do something I don’t agree with.”

Briscoe, Hall, DeMuth (2006)





# Protean Orientation and Employment

3-wave, 12-month longitudinal study of 186 unemployed job seekers

Panel data analysis :

- Protean career orientation predicted increase in job search activity and reemployment.
- Protean career orientation predicted job improvement and career growth once reemployed

Waters, L., Briscoe, J. P., Hall, D. T., & Wang, L. (2014). Protean career attitudes during unemployment and reemployment: A longitudinal perspective. *Journal of Vocational Behavior*, 84(3), 405-419.

Table 1 A Model of Organizational Career Cultures.

	Assimilation: Toward a Shared Identity	Differentiation: Toward Unique Identities
Intrinsic	Apprenticeship Culture “Learn the ropes” Career Cultures (e.g., Bain & Company and West Point—organizations that provide structured career paths, with a focus on intrinsic career values)	Protean Culture “Find yourself” Career Cultures (e.g., Google and Zappos - organizations that empower employees to chart their own career paths)
Extrinsic	Prestige Culture “Only the very best” Career Cultures (e.g., Goldman Sachs and Morgan Stanley—organizations that are highly selective and provide strong financial career incentives)	Merit Culture “Prove yourself” Career Cultures (e.g., General Electric, CVS, P&G, and Johnsonville Sausage—organizations that reward uniqueness and individual achievement)

Hall, D. T., & Yip, J. (2016). Discerning career cultures at work. *Organizational Dynamics*, 45(3), 174-184.



Hospital Cleaning Crew Study

Wrzesniewski & Dutton, 2001











Positive Moonshots...

Begin with “what if”?



Thank You.



Jeffrey Yip

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