Moon Shots for Positive Organizational Psychology

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A Fundamental Bias.
A Bias for Hope

“To widen the limits of what is or is perceived to be possible.”
(Hirschman, 1971)
'RAT RACE'

Happiness is just around the corner!

Work harder

Earn more money

Buy more things

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

No: 80%

Gallup Survey of 1.7 million employees
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

93% CEOs say they recognize the need to change their talent strategies to adapt to megatrends

...yet...

61% 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)

Yip, J. (Under Review). The effects implicit followership theory on leader behavior
A Positive Value Chain

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

Yip, J. (Under Review). The effects implicit followership theory on leader behavior
Talent Management 1.0: HUMAN CAPITAL

Results and Performance

Behaviors

FLAWED ASSUMPTION: TALENT AS A FIXED TRAIT

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*

- 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)

<table>
<thead>
<tr>
<th></th>
<th>Traditional Career</th>
<th>Protean Career</th>
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</thead>
<tbody>
<tr>
<td>Who’s in charge?</td>
<td>Organization</td>
<td>Person</td>
</tr>
<tr>
<td>Core values</td>
<td>Advancement</td>
<td>Freedom, growth</td>
</tr>
<tr>
<td>Success criteria</td>
<td>Position level, Salary</td>
<td>Meaning and Subjective success</td>
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</tbody>
</table>
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

<table>
<thead>
<tr>
<th>Assimilation: Toward a Shared Identity</th>
<th>Differentiation: Toward Unique Identities</th>
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<tbody>
<tr>
<td><strong>Intrinsic</strong></td>
<td><strong>Protean Culture</strong></td>
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<tr>
<td>Apprenticeship Culture</td>
<td>“Find yourself” Career Cultures</td>
</tr>
<tr>
<td>“Learn the ropes” Career Cultures</td>
<td>(e.g., Google and Zappos - organizations that empower employees to chart their own career paths)</td>
</tr>
<tr>
<td>(e.g., Bain &amp; Company and West Point—organizations that provide structured career paths, with a focus on intrinsic career values)</td>
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<tr>
<td><strong>Extrinsic</strong></td>
<td><strong>Merit Culture</strong></td>
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<tr>
<td>Prestige Culture</td>
<td>“Prove yourself” Career Cultures</td>
</tr>
<tr>
<td>“Only the very best” Career Cultures</td>
<td>(e.g., General Electric, CVS, P&amp;G, and Johnsonville Sausage—organizations that reward uniqueness and individual achievement)</td>
</tr>
<tr>
<td>(e.g., Goldman Sachs and Morgan Stanley—organizations that are highly selective and provide strong financial career incentives)</td>
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Hospital Cleaning Crew Study
Wrzesniewski & Dutton, 2001
Positive Moonshots...

Begin with “what if”? 
Thank You.

Jeffrey Yip
www.talentscience.org