

IOC

THE INSTITUTE FOR
ORGANISATIONAL CHANGE

AN EXECUTIVE INTRODUCTION

Positive Leadership.

Research that changes organisations.

Drawn from research at the **University of Michigan's
Center for Positive Organizations**, delivered in
partnership with **Lift Consulting**.



THE LONDON POSITIVE
LEADERSHIP INTENSIVE

WHY THIS EXISTS

Most leadership development teaches skills. This research explains the conditions that create extraordinary leadership.

For most of the last century, organisational research concentrated on what goes wrong — failure, dysfunction, decline — and how to correct it. In the late 1990s, a small group of scholars at the University of Michigan asked a different question: what explains organisations and leaders who perform far beyond the norm, not merely those who avoid falling below it?

That question became Positive Organizational Scholarship, and it is the foundation of everything in this publication. It does not replace traditional leadership theory. It explains the upper register that traditional theory was never built to reach — the conditions under which people and organisations don't just function, but thrive.

The evidence is now substantial and specific. Leaders who build from strength — their own and their people's — deliver measurably better business results than those who lead by correcting weakness, and the gap is not a marginal one. Underneath most of the research in this guide sit three practical questions: what actually makes people thrive at work, what allows an organisation to come through hard times stronger than it went in, and where the energy inside a high-performing team really comes from.

"*The premise is simple. Studying what goes wrong tells you how to survive. Studying what goes right tells you how to become extraordinary.*

Positive Organizational Scholarship

University of Michigan, Center for Positive Organizations

Two decades of evidence, not a season's management theory.

Positive Organizational Scholarship was founded as a deliberate act of academic rigour — built to the same evidentiary standard as the rest of organisational science, simply pointed at a different question. Its home, the Center for Positive Organizations at the University of Michigan's Ross School of Business, remains the field's principal hub two decades on.



670+

Affiliated scholars in the global Positive Organizational Scholarship network

RESEARCH-TO-PRACTICE TOOLS USED BY

United Airlines • Intel • Bill & Melinda Gates Foundation

DELIVERED BY

Meet the faculty.

The London Positive Leadership Intensive is grounded in the work of three of the field's most established figures — translated for practising executives by Lift Consulting and the Institute for Organisational Change.



Shawn Quinn

PRESIDENT, LIFT CONSULTING

A faculty member in Executive Education at the University of Michigan's Ross School of Business, where he directs the Positive Leadership programme. Shawn has trained and advised leaders across Fortune 500, FTSE 100, governmental and non-profit organisations, translating Positive Organizational Scholarship into practical leadership transformation. He is co-author of *Leading Innovation*.



Robert E. Quinn

PROFESSOR EMERITUS, UNIVERSITY OF MICHIGAN

Professor Emeritus at the Ross School of Business and a co-founder of the Center for Positive Organizations. His work centres on how positive change actually happens — in individuals, in teams, and at the scale of a whole organisation. Author of sixteen books, including the bestseller *Deep Change*. Twenty-five years advising executives through large-scale organisational change.



Kim Cameron

PROFESSOR, UNIVERSITY OF MICHIGAN

Professor at the Ross School of Business and a co-founder of the Center for Positive Organizations. A pioneer of the field, credited with demonstrating the measurable business value of positive approaches to leadership. Has taught more than 6,000 executives and advised organisations from Philips and General Motors to national governments.

Ross School of Business — University of Michigan

RESEARCH THEMES

What you'll explore.

Seven ideas at the centre of the Intensive, each grounded in a published body of research.

Positive Leadership

Leadership that creates the conditions for people and organisations to thrive — shifting the leader's focus from solving problems to enabling extraordinary outcomes.

Positive Deviance

The study of why some individuals and organisations perform far beyond the norm under the same constraints as everyone else — and how that can be replicated.

Organisational Virtuosity

Research linking practices such as compassion, forgiveness and gratitude inside organisations to improved financial and operational performance.

Positive Energising Leadership

The finding that some leaders consistently energise the people around them — predicting performance more strongly than formal authority.

The Fundamental State of Leadership

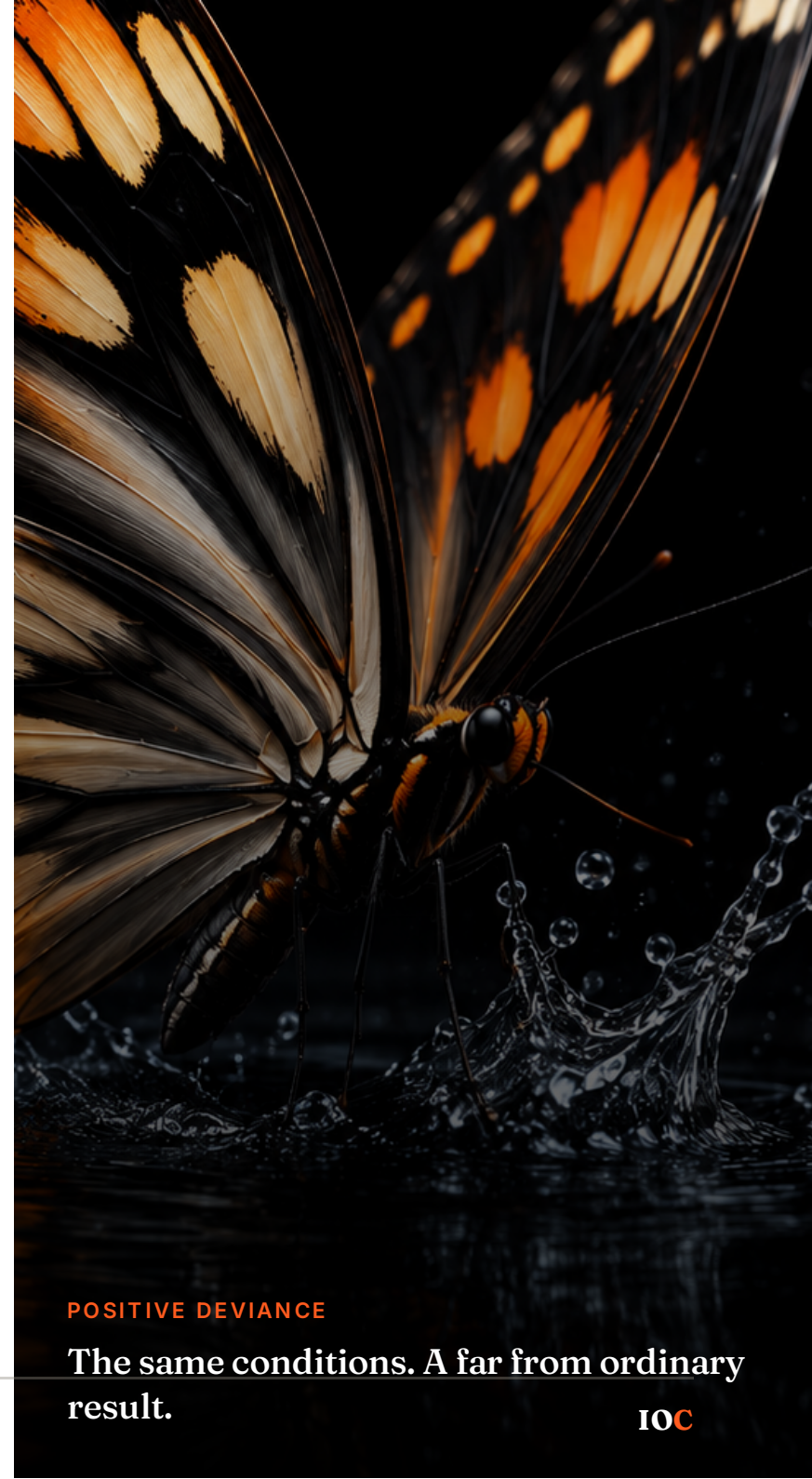
A psychological state — purpose-centred, internally directed, other-focused, externally open — in which a leader's influence on those around them multiplies.

High-Quality Connections

The science of how brief, ordinary interactions between people either deplete or energise them — and why strong connections perform measurably better.

The Competing Values Framework

Cameron and Quinn's widely used model for diagnosing and changing organisational culture, mapping the tensions every organisation manages.



POSITIVE DEVIANCE

The same conditions. A far from ordinary result.



THE EXECUTIVE LEARNING EXPERIENCE

Research, then reflection, then practice.

The Intensive is built around a deliberate rhythm: faculty sessions that establish the research, structured reflection and coaching that connect it to each leader's own context, and peer dialogue that pressure-tests new thinking against real organisational problems.

Participants leave with more than knowledge. The closing sessions are dedicated to building a concrete implementation plan — so each leader returns to their organisation with a defined next step, not simply a new vocabulary.

The journey below is illustrative, drawn from published programme themes rather than an official timetable.

01 Arrival & Foundations

Orientation to Positive Organizational Scholarship and the research underpinning the week.

02 Faculty Sessions

Core teaching on Positive Leadership, the Fundamental State of Leadership and Positive Deviance.

03 Reflection & Coaching

Structured individual reflection, paired with executive coaching to connect research to context.

04 Peer Learning & Experimentation

Small-group dialogue and leadership experimentation grounded in each participant's real challenges.

05 Implementation Planning

Each leader leaves with a practical action plan to bring back into their organisation.

CONTINUE READING

Positive Leadership

Kim Cameron

Deep Change

Robert E. Quinn

Building the Bridge As You Walk On It

Robert E. Quinn

THE RESEARCH

University of Michigan

Center for Positive Organizations

Michigan Ross

Executive Education

DELIVERED WITH

Lift Consulting

leadingwithlift.com

Institute for Organisational Change

iocinstitute.com

Experience these ideas in practice.

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