

Positive
Deviance



Influencing Change from the Bottom - Up

Jennifer Evans, M.Ed.

The Voices of Staff *Embracing Change*

3 len's



- Influencing Change through positive deviance

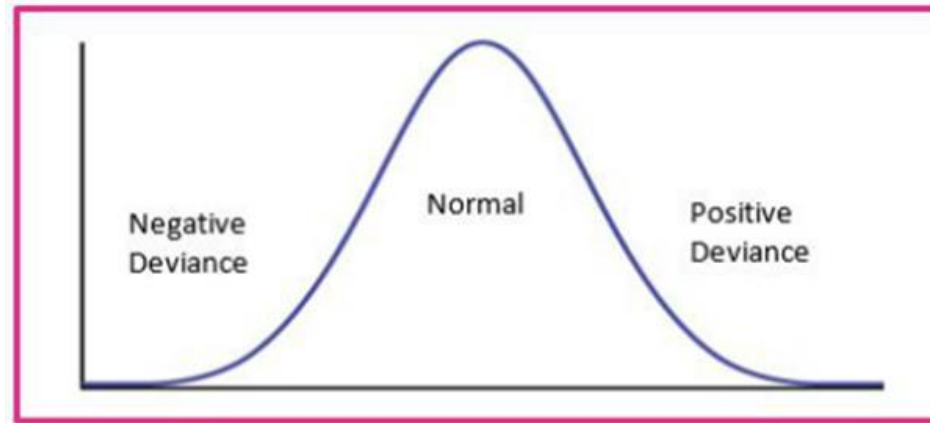


- Fueling your Career
... and other Passions



- Initiating benefits of Positive Organizational Psychology through small actions -

What is positive deviance influence and how does it influence Change?

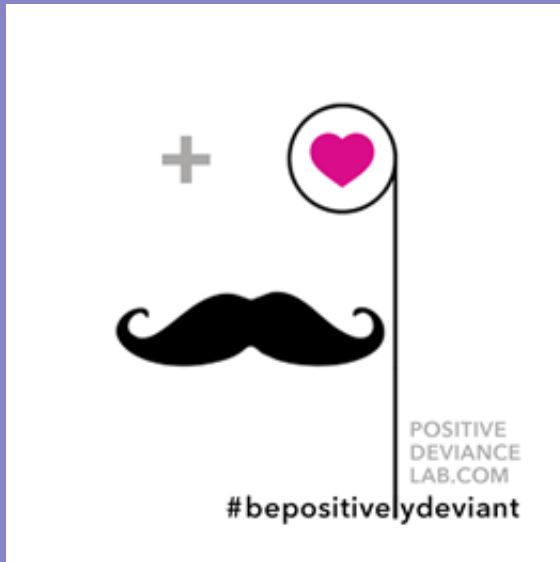


If you feel reluctant it may be “deviant”

Positive Deviance is out of the ordinary activity or outcome that contributes something positive.

Some things are positive and some also have an edge of deviance – it is the culture – both the outer and your personal inner – to which “norm” is compared.

Seen, tried, stopped,
wondered about,
appreciated, reacted to,
squelched, scolded,
affirmed, squirmed,
embraced, allowed,
encouraged, discouraged,
worried, slammed,
embraced, opened...



- **What have you seen at work, at home, in your community that was Positive Deviant behavior?**
- What made it PD? What was the outcome? Responses? Reactions?
- **When, what, how have you or might you resist PD expressions? How have other resisted you?**
- **Why?**

Almost all frameworks for organizational change assume some level of:

Power

Influence

Hierarchical Position

Available Resources

Social Support

How do you initiate desired change when none of these (apparently) exist?



Diary of a Positive Deviant

A Story of Experiments

What I've done...



How I've done it...and what you might try too

Diary...



- I've been a teacher, trainer, advisor, coach, manager.
- 2013
 - I moved to AA and wanted:
 - Individual contributor
 - at UM
 - Business or Engineering
- OOPS!
What am I going to do?

For me it was this

What can I do to
enrich my work
experience?

Looked around...



“Positive Organizational Psychology (POP) examines the positive side of organizational performance. It investigates positive deviance, or the ways in which organizations and their members flourish and prosper in extraordinary ways.”

Professor Kim Cameron

Ross School of Business

I started experimenting

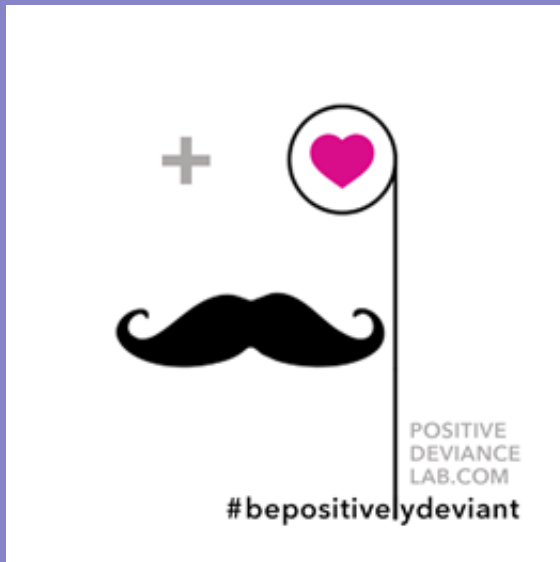
- based in what I've done in the past
- using what I find in the present
- knowing what I need and looking for it
- noticing what catches my eye and catches my fancy
- experimenting
- allowing for emergence
- moving on when what I am doing no longer interests me

...and Trust

*"I like seeing what I can do, with what I've got,
in service of some kind of good" Jennifer*



Using
Positive Deviance
to support change
from those with
less authority



- Where do I feel inspired or uncomfortable?
- What small do-able thing could I do?
- What do I “want to do” in my career/life/job that I have **assumed** my current situation doesn’t allow?
(that is kind of the point of PD and an indicator of it!)
- How might I notice or affirm the PD contributions of others?

First Year, First Forays -

*Find an authority – creatively
& be strategic*

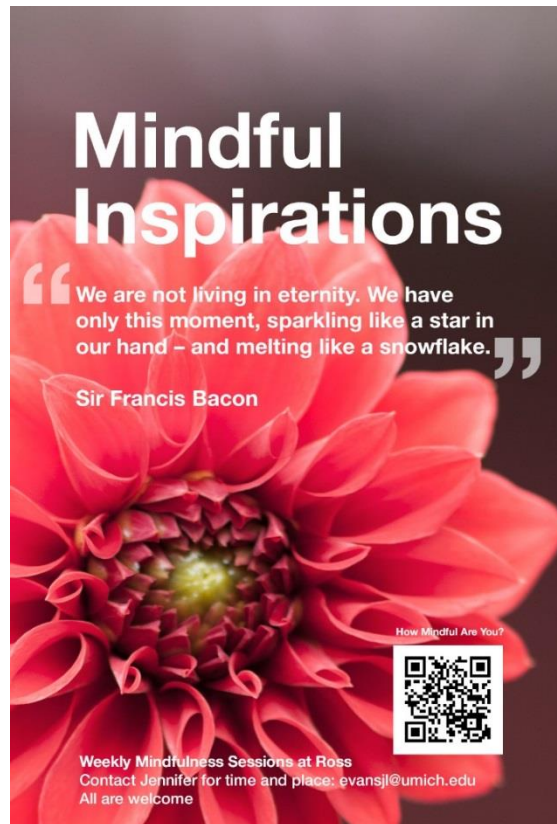
- Employee Engagement (Fun) Committee
- Mindfulness



Mindfulness Program

4 years - email list from 10 – 180...
150 weekly sessions

Create authority
Support a YES
Posters – proof?
Cardiovascular



“These sessions have helped ground me and given me a sense of hearing people more fully that allows for a more calm and helpful approach to dialogue and problem solving.”
Stefanie

“Internship”

*Use opportunities
See possibilities
Question assumptions*

- Vitality Project:
- POS Research
 - POS Faculty

The screenshot displays the Vitality Project website with the following sections:

- VITALITY! :: Positive Psychology**
- "Vitality is the sense of being alive, passionate and excited. Employees who experience vitality spend energy on themselves and others."**
- All Learning Materials**: Includes a QR code and a link to <http://www.positivepsychology.com>.
- All Research Public Resources**: Includes a QR code and a link to <http://www.positivepsychology.com>.
- All Courses/Personal Coaching**: Includes a QR code and a link to <http://www.positivepsychology.com>.
- All Apps & Tools**: Includes a QR code and a link to www.positivepsychology.com.
- All Life/Work/Health/Wellness/Leadership**: Includes a QR code and a link to www.positivepsychology.com.
- All Positive Psychology**: Includes a QR code and a link to www.positivepsychology.com.
- All Research/Books**: Includes a QR code and a link to www.positivepsychology.com.
- All Resources/Healthy Living**: Includes a QR code and a link to www.positivepsychology.com.
- All Positive Psychology**: Includes a QR code and a link to www.positivepsychology.com.
- All Play**: Includes a QR code and a link to www.positivepsychology.com.

Competing Values Framework



SO HAPPY!

One door closes...

*Feel it
Keep Going*

So SAD!



I thought...



I found...

The condition my condition was in -



I love the
Competing Values Framework



I 
to Teach

Natural Assumption?
Permission Granting Mentor

Years 2 & 3

*Notice new possibilities
Develop support system
Do what you want to do*

- 10 Workshops
- 8 Initiatives
- Small Actions

“Wow Jennifer you are really on a roll. I think that you are on to many ways to drive positive business much further into our identity. It is exciting to think about the possibilities. I am so glad you are making such a contribution in all the myriad of initiatives you are undertaking!”

Professor Gretchen Spreitzer, RSB

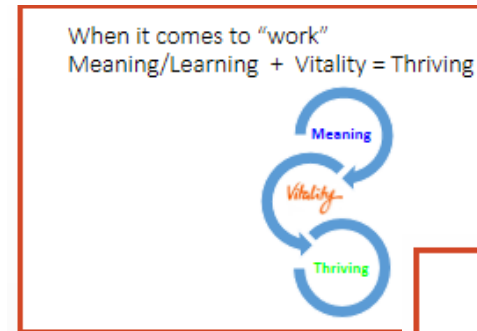


Developed Workshops - Ross and Beyond

Lunchtime Summer Series 2015

*Finding permission
Building mailing list
Follow my interests*

1. Competing Values Framework
2. Positive Leadership – The Game
3. Feelings and Needs: at Work?
4. Visioning and Preferred Futuring
5. The Fundamental State of Leadership
6. Vitality: Planning to Thrive
7. On Purpose
8. Introduction to Mindfulness
9. Positive Deviance: Influence without Authority
10. Positive Leadership: It's in Every One of Us



"When leaders do their best work, they don't copy anyone. They draw on their own values and capabilities."
Robert E. Quinn

RISKY?

© 2011 Jennifer Evans

The Positive in POS
What it is, What it isn't
Why it Matters...

😊 😡 😄 😂

8 Initiatives



1. It Works When You Work It: Applying the Tools
2. Loving Kindness Meditation
3. Self-Compassion Break
4. On a Positive Note: Second Poster Series
5. Exploring Self-Acceptance Group
6. Flowers
7. 3rd Place Events
8. Underground Goodness

*I love those flowers.
I feel a lift each time I see them.*
Professor Rogers

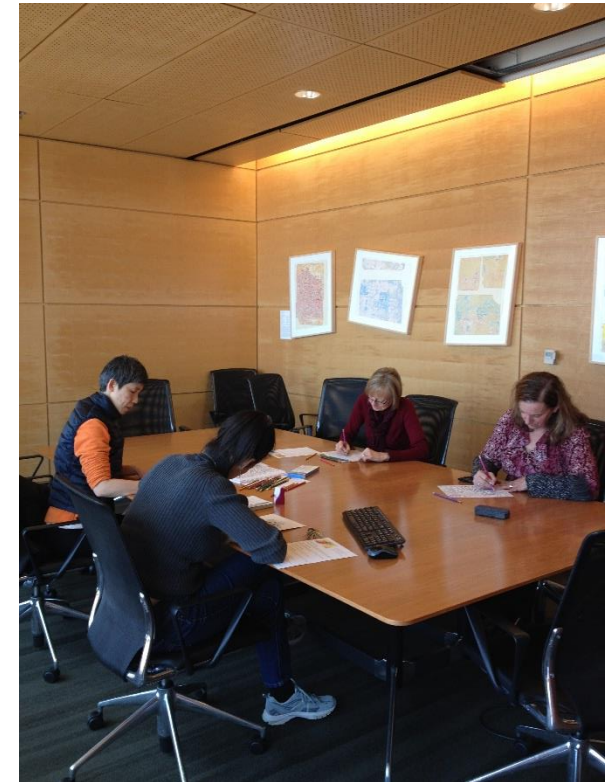


3rd Place Events –

- Coloring,
- Singing,
- TED,
- OnBeing

*Thanks to you, Jennifer, for spending so much time and energy putting together the soul-filling programs that you do for all of us. And for sharing these "feel-good" snippets from time to time.
See you in a bit for some coloring! - Cheryl*

Connecting research with what strikes my fancy -





[Click here to learn more!](#)

*Gather a Group
Managing Projects
Saying Yes*

What's Underground Goodness?

Underground Goodness is a group of University of Michigan staff, students and faculty who are inspired and motivated by the goodness that Positive Organizational Psychology (POP) unleashes. We are eager to contribute to the happiness and health of our colleagues (and to our own!) through proven positive practices. POP tells us that expressing gratitude and appreciation has a particularly powerful impact. For both the giver and the receiver, for both individuals and organizations.

ASPIRATION

We have learned from Professor Kim Cameron that a "one degree change of course" can make a huge impact so our intention as Underground Goodness is to be a collaborative force for good in the UM Community, one small act at a time.

WHAT WE DO

Once a week each member sends an e-mail or gives a note/ a card to express gratitude for something we have appreciated in one of our colleagues. On each note we add the Underground Goodness logo and Click Here to Learn More link so people can learn about the group.

Details: the logo and link isn't to put on your general signature line, just on your gratitude notes

YOU ARE INVITED

If you would like to be part of this action for goodness just fill in the form. That's it, you're in the group and we will be in touch!

Members also receive a weekly-ish email to inspire and remind.

REQUEST

If you find that your interest wanes and you discover that you aren't sending the notes, we ask that you simply request to opt out. The reason is that membership reflects participation which is based on the assumption that members of UGG are sending the notes - not perfectly but

Underground Goodness (Responses)						
File Edit View Insert Format Data Tools Form Add-ons Help Last edit was on March 14						
Arial 10 B I U A						
A	B	C	D	E	F	G
Timestamp	Email Address	First and Last Name:	Department:	Position/Title:	To Join	Date Added to MCommunity
3/31/2016 21:31:30	vbalan@umich.edu	Virginia Balan	OUP/RLDI	Instructional Technologist		4/1/2016
4/1/2016 14:25:31	rhondat@umich.edu	Rhonda Todd	OUP- Ross	Assistant Director, Outreach Programs		4/4/2016
4/29/2016 10:29:24	trfeld@umich.edu	Tammy Feldman	Business Economics & F	Lecturer		5/2/2016
5/2/2016 10:38:24	acolbath@umich.edu	Audrey Colbath	Academic Services	Curriculum Manager		5/2/2016
5/4/2016 11:02:51	jrkaplan@umich.edu	Julie Kaplan	CAPS@Ross	Embedded Social Worker		5/5/2016
5/12/2016 10:58:45	vegter@umich.edu	Katrina Vegter	Office of Undergraduate F	Academic Advising Director		5/13/2016
6/9/2016 15:10:34	lknoll@umich.edu	Lauren Knoll	Office of Undergraduate F	Academic Advisor		6/9/16
6/10/2016 13:42:24	mbhuva@umich.edu	Marissa Bhuva	MBA Program Office	Academic Advisor		6/13/16
7/11/2016 7:28:42	michtho@umich.edu	Michele Thomas	Zell Lurie Institute	Student Administrator		7/12/16
7/18/2016 8:25:13	lguyor@umich.edu	Leslie Guyor	Undergraduate Programs	Program Assistant		7/19/16
9/6/2016 9:24:37	jeffdom@umich.edu	Jeff Domagala	Sanger Leadership Cente	Associate Director, MBA Programs		9/8/16
9/20/2016 18:08:00	kmforsy@umich.edu	Katie Forsythe	Office of Undergraduate F	Curricular Support Coordinator		9/21/16
10/6/2016 7:27:51	janedut@umich.edu	Jane Dutton	Management and Organiz	Professor		10/6/16
10/7/2016 22:33:27	brittj@umich.edu	Brittiany Smith	Career Services	Program Coordinator		10/17/16
10/25/2016 10:28:19	evamarie@umich.edu	Evan Marie Allison	Sanger Leadership Cente	Associate Director		10/26/16
1/11/2017 9:39:32	ndewey@umich.edu	Nathan Dewey	Sanger Leadership Cente	Program Coordinator		1/18/17
1/27/2017 9:39:06	sainley@umich.edu	Stefanie Ainley	Faculty Support	Manager		1/27
1/30/2017 10:15:54	sija@umich.edu	Silke Janz	Sanger	Associate Director		2/2
2/13/2017 18:07:07	anadora@umich.edu	Ana Dora	Center for Healthcare Res	Administrative and HR Specialist		2/17
3/1/2017 16:13:16	bbom@umich.edu	Betsy Dooley	Development and Alumni	Executive Assistant/Project Manager		3/6/17
3/6/2017 15:42:49	masonlj@umich.edu	Jen Mason	Faculty Suppoer	Admin Coordinator		3/14/17

Small Actions – Positive Deviance?

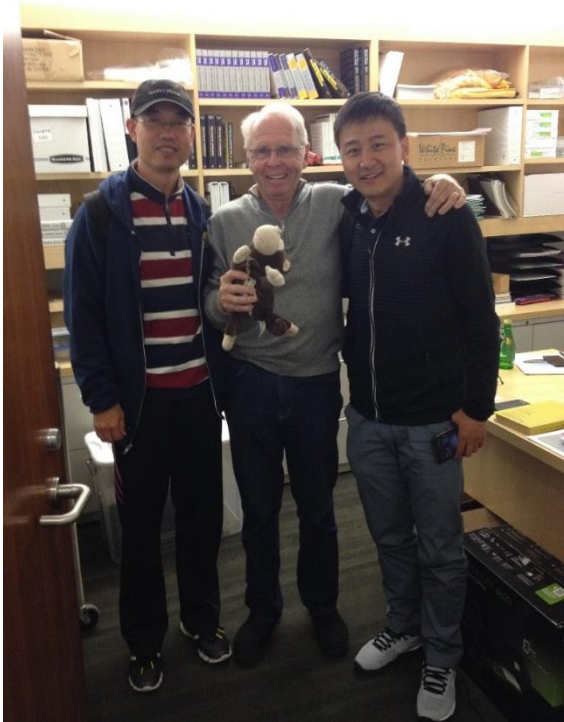
- Talk in the Elevator – High Quality Connections
- Magnet Poetry – Creativity and Expression
- On the Wall, In the Hall – Bulletin Board
- Emails – Reminders, Inspirers, Research
- Break Taboos – Dean, Faculty emails



From the Bottom, Small Actions, Dry Soil

Small Actions Energize me *and* others

What makes these PD?
*Breaking a taboo
what is usual, assumed*



Positive Emotions - Laughter



Meaning



Connection

Informative-Uplifting emails

Subject: **Velcro Brain – For the Good of You**



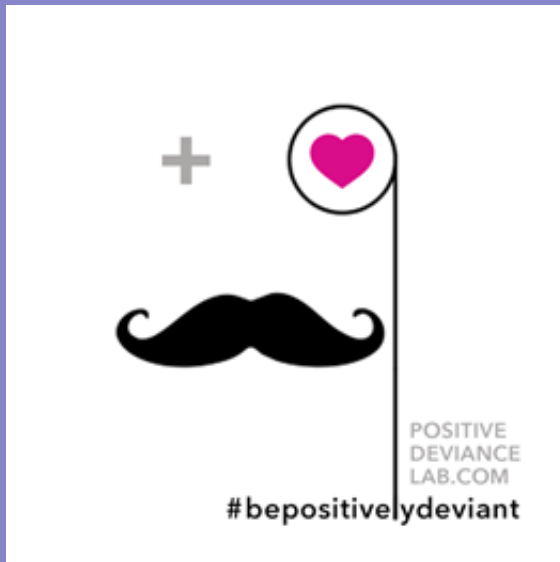
We are like **velcro** when it comes to bad stuff
and **Teflon** when it comes to good stuff.
Below is a tip for "taking in the good"

Reply

Thank you for this inspiring idea.
My velcro idea for today is "I'm so fortunate
to have Jennifer Evans in my circle of friends."

Judy

Using the Tool Positive Deviance



1. Where do I feel inspired or uncomfortable?
2. What **small** personal thing could I do?
3. What do I “want to do” in my career/life/job that I have assumed my current situation doesn’t allow?
(that is kind of the point of PD and an indicator of it!)

Is there a small bit of something I actually could do?

4th Year Forays...

Interviewing PD's

Writing Blogs based in the
Ross Research



Unintended Consequences



Videos at FB Positive Deviance Lab

What can hinder positive contributions and positive deviance?

- Assumptions
- Discouraging
- Pressures on Supervisor
- Tip Toeing Around
- Vulnerable



Approaches and Strategies



- Ordinary with a Twist
- Know Yourself, Don't Assume and Keep Going
- Be Creative - break your assumptions about permission
- Working with a Mentor
- Notice Your "Yes But" ...experiment
- Find authority – values, mission, people,
- Be subtle about it
- Be clear about your use of time

My journey also
Changed me
and my direction...

WEBSITE

Positive Deviance Lab

WORKSHOPS

U-M Learning and Professional Development

Course Name	Day	Date
Competing Values: Maximizing the Potential of Collaboration	Thu	10/5/2017
Positive Leadership: It's in Every One of Us	Weds	1/17/2018
Positive Deviance: How to be a Rebel for a Good Cause	Weds	2/21/2018

*Positive
Deviance*

Jennifer Evans
734.707.7147
positivedeviancelab.com
positivedeviancelab@gmail.com

AND
CONFERENCES



Supporting Positive Deviance

Notice

Value

Educate

Affirm

Minimize Risk

Contributions are often noticed as “nice” but rarely are they recognized for the value they contribute.

Reflect the Value



Almost all frameworks for organizational change assume some level of:

Power

Influence

Hierarchical Position

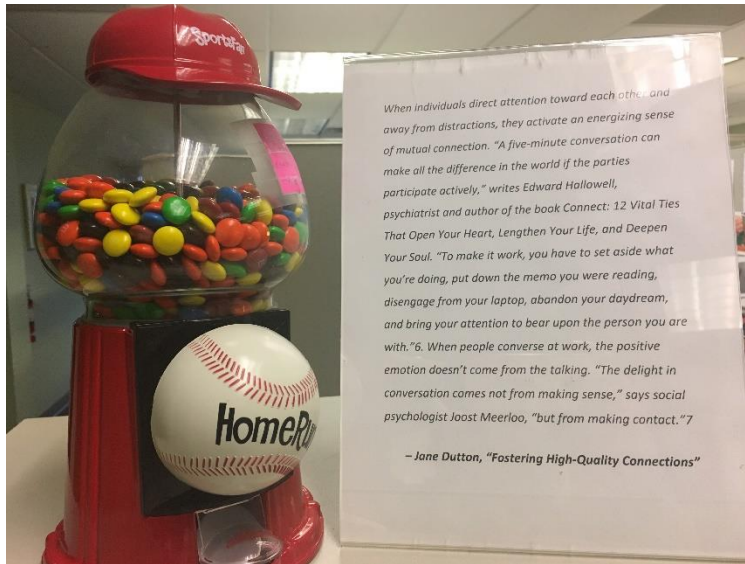
Available Resources

Social Support

How do you initiate desired change when none of these (apparently) exist?



Ana Dora
Administrative Specialist
Center for Healthcare Research & Transformation
University of Michigan
Michigan Medicine



“I remembered your flowers story and people making comments, so I decided to try the candy machine. I do rotate the machine to different parts of the office so that it promotes different encounters and experiences. I also try to find something about HQC's to post along with the machine to make people think every time there is a rotation.”

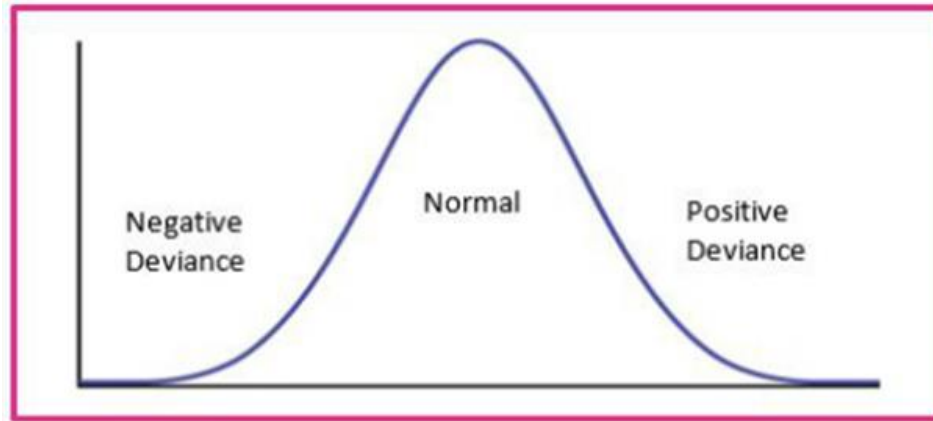
“The first time, I put a sign up list next to the machine and told staff they were welcome to sign up if they would like to be part of the fun and bring a candy of their choice to share. We've been refilling with new candy ever since, it's been about 6 months and now I hear new staff getting oriented on the candy machine, it's very cool!”

Observing and Affirming Positive Deviance

https://www.facebook.com/pg/positivedeviancelab/videos/?ref=page_internal



What is positive deviance influence and how does it influence Change?



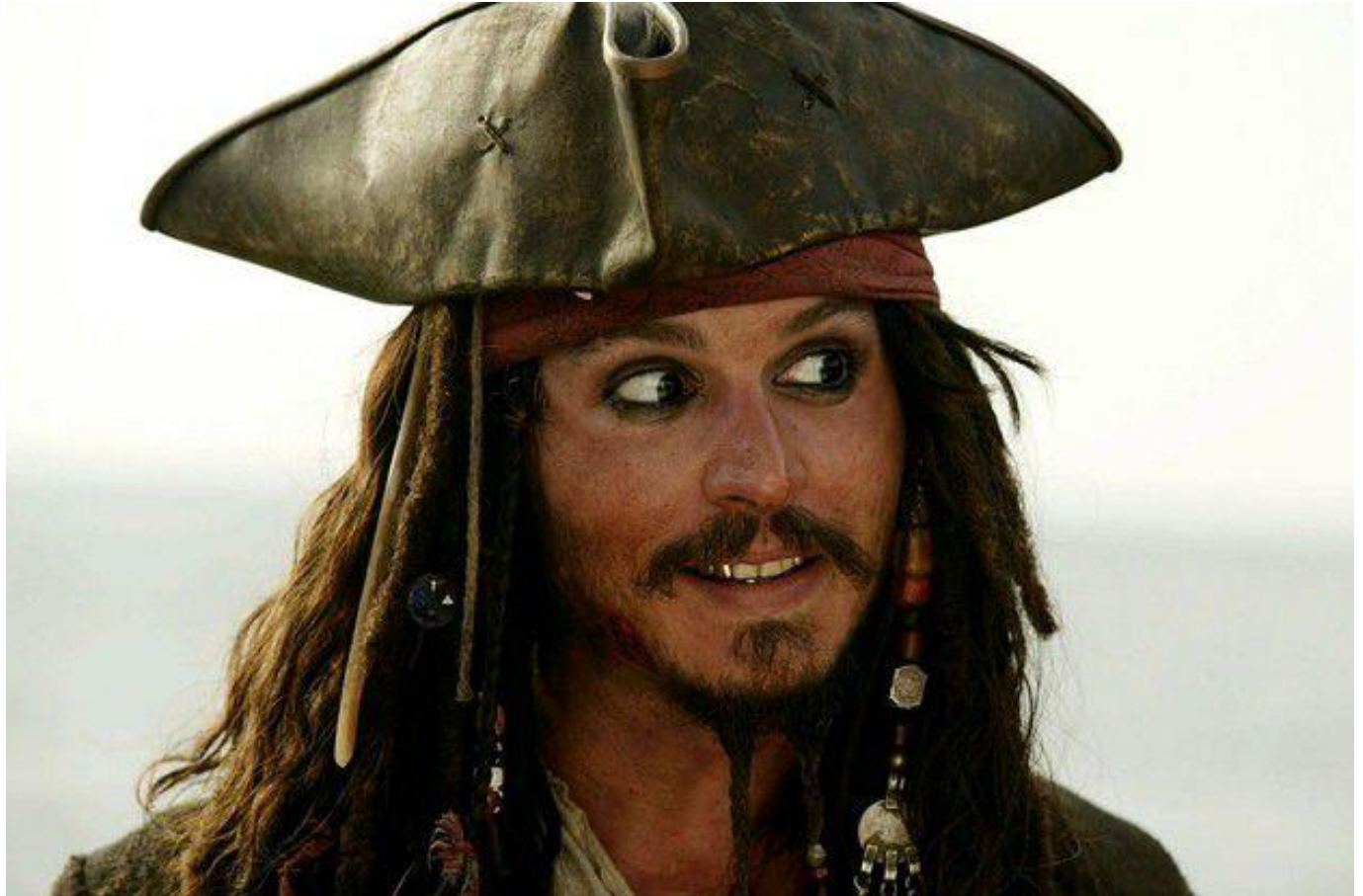
Positive Deviance is out of the ordinary activity or outcome that contributes something positive.

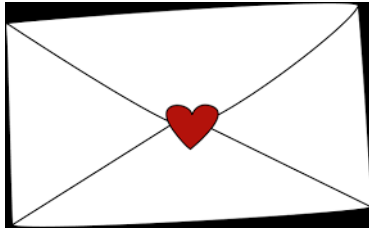
What is the difference between Positive and Positive Deviance

How can “just positive” be experienced as also “deviant”

*Diary of a
Positive
Deviant*

*“Why are you
following the rules?
You’re pirates!”*





Envelope & Card



- Envelope – Umich physical mailing address
- Card
 - What you want to remember
 - What you want to do.....action!

Feedback and email list



Influencing Change from the Bottom – Up
Jennifer Evans – Voices of the Staff
September 25, 2017