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?

*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.

If you feel reluctant it may be “deviant”
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
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?
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?

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First Year, First Forays -

• Employee Engagement (Fun) Committee

• Mindfulness

Find an authority – creatively & be strategic
Mindfulness Program
4 years - email list from 10 – 180...
150 weekly sessions

“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

Create authority
Support a YES
Posters – proof?
Cardiovascular
“Internship”

Vitality Project:
• POS Research
• POS Faculty

Use opportunities
See possibilities
Question assumptions

Competing Values Framework

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One door closes...
So SAD!

I thought...

Feel it
Keep Going

I found...
The condition my condition was in -

I love the Competing Values Framework

I love to Teach

Natural Assumption?
Permission Granting Mentor
Years 2 & 3

• 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

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

Competing Values
Another way to say it -

@ 2017 JENNIFER EVANS POSITIVEDEVIANCELAB.COM
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
1. It Works When You Work It: Applying the Tools
2. Loving Kindness Mediation
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
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

3rd Place Events –

- Coloring,
- Singing,
- TED,
- OnBeing

Connecting research with what strikes my fancy -
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 and 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!

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 UG are sending the notes – not perfectly but

Gather a Group
Managing Projects
Saying Yes
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*

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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...

Follow your inclinations to new outcomes

WEBSITE
Positive Deviance Lab

WORKSHOPS

U-M Learning and Professional Development

<table>
<thead>
<tr>
<th>Course Name</th>
<th>Day</th>
<th>Date</th>
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</thead>
<tbody>
<tr>
<td>Competing Values: Maximizing the Potential of Collaboration</td>
<td>Thu</td>
<td>10/5/2017</td>
</tr>
<tr>
<td>Positive Leadership: It’s in Every One of Us</td>
<td>Weds</td>
<td>1/17/2018</td>
</tr>
<tr>
<td>Positive Deviance: How to be a Rebel for a Good Cause</td>
<td>Weds</td>
<td>2/21/2018</td>
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AND CONFERENCES

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Supporting Positive Deviance

<table>
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<th>Notice</th>
<th>Value</th>
<th>Educate</th>
<th>Affirm</th>
<th>Minimize Risk</th>
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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?
“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”
"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!
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Jennifer Evans – Voices of the Staff
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