



Diversity and PERMA

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Workshop_8

Diversity and PERMA-nent Positive Leadership to benefit from Industry 4.0 and Kondratieff 6.0

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WS8



Team Skills and Diversity Strategies

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2 MODELS

The PERMA Model of Martin Seligman

- Positive emotion
(of which happiness and life satisfaction are all aspects)
- Engagement
- Relationships
- Meaning and purpose
- Accomplishment

With PERMA, people and organizations can flourish and excel.

The Positive Leadership Model of Kim Cameron

Four principles

- 1) Capitalize on the heliotropic effect.
- 2) Foster positive energy.
- 3) Focus on abundance gaps.
- 4) Celebrate what goes right.

A Deviance Continuum



Individual:

Physiological Psychological	Illness Illness	Health Health	Vitality Flow
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Organizational:

Economics Effectiveness Efficiency Quality Ethics Relationships Adaptation	Unprofitable Ineffective Inefficient Error-prone Unethical Harmful Threat-rigidity	Profitable Effective Efficient Reliable Ethical Helpful Coping	Generous Excellent Extraordinary Perfect Benevolent Honoring Flourishing
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Deficit gaps

Abundance gaps

SOURCE: Cameron, 2003

Why is well-being important for software development teams?

Your answers:

- 1.
- 2.
- 3.

Workshop means
WORK:

This is a GROUP Work
Exercise



How we can leverage positive emotions, engagement, relationships, meaning and accomplishment to improve team work and the results of software development?

Your answers:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

Workshop means
WORK:

This is a GROUP Work
Exercise



Answers from Kim Cameron (1/3)

3 Positive Psychology TOOLS:

1) Using Gratitude in Organizations:

- Start team meetings with the question “What has inspired you this week?”
- Celebrate successes with your team.
- Design a wall for positive milestones and provide an ideas box so that leaders and staff alike can use it to pin anything they are grateful for or proud of.
- Hand a booklet to each of your staff and invite them to keep a gratitude journal.

Answers from Kim Cameron (1/3)

2) Applying Contribution Principles in the Workplace:

Example

- An airline handed out reward certificates to their frequent flyer guests in order to recognize their loyalty. The certificates could be handed out to airline staff who stood out in their behavior or performance, either on the ground or during the flight. This way, guests were able to recognize their exceptional behavior.

Answers from Kim Cameron (1/3)

3) Applying Strengths-Based Behavior in the Workplace:

- Instead of asking your unhappy customers what went wrong, ask your satisfied customers what went right and do more of that.
- When giving your staff feedback on their strengths, make use of the following two ideas: “Here is what I noticed in your leadership skills...” and “Here is what lead me to this conclusion...” The second is particularly important.

These three Positive Psychology Tools are an example of how to apply the PERMA model

P – Positive Emotions, such as gratitude, joy, playfulness, pride, interest, inspiration, strengthen organizations and motivate teams to excel. When teams enjoy the tasks in their work and lives they are more likely to persevere and battle challenges through creative and alternative solutions.



These three Positive Psychology Tools are an example of how to apply the PERMA model



E – Engagement and Contribution Principles make a difference: Activities that need our full engagement are important. Tasks that entirely absorb us are creating a ‘flow’ of engagement that stretches our intelligence, skills, and emotional capabilities in teams.

These three Positive Psychology Tools are an example of how to apply the PERMA model

R – Relationships and social connections are one of the most important aspects of life. Humans are social animals that thrive on connection, love, and a strong emotional and physical interaction with other humans. Building positive relationships with our peers is important to spread joy and positive emotions at the workplace. Having strong relationships gives us support in difficult times.



These three Positive Psychology Tools are an example of how to apply the PERMA model

M – Meaning gives people a reason for their life and their work. To understand the greater impact of our work and why we chose to the pursuit that work will help us enjoy the tasks more and become more satisfied, efficient and effective.

These three Positive Psychology Tools are an example of how to apply the PERMA model



A – Accomplishments are important to push teams to thrive and flourish. Having goals and ambition in life and work can help us to achieve things that can give us this sense of accomplishment

Great! Yes, but ...

Bad is bigger than good:
We need to learn and train
PERMA-nent Positive Leadership

Why?

Humans have a bias toward the negative

Why?

YOUR TURN:

Because



Maybe because ...



- Evolutionary theory suggests why: If people ignore negative information, it could cost them their lives. If they ignore positive feedback, it only causes regret.
- Therefore, it is not surprising that negative phenomena get more attention than positive phenomena. It takes conscious effort to focus on abundance.

“unlearn” the negative focus

To overcome this bias means to “unlearn” the negative focus and learn to apply the tools of positive psychology and positive leadership.

Kim Cameron gives a large amount of examples of Abundance Tools, we named only a few in our paper.

- Everest goals: A tool for identifying organizational and individual goals which extend beyond normal SMART goal setting and lead to extraordinary levels of achievement.
- Positive culture change: A technique for helping organizations transform their cultures toward abundance and positive deviance.

Managing the diversity of people, languages and systems

Diversity of systems:

- software and electronics need to be integrated in mechanical, hydraulic, electrical, and all kind of systems (bodies, clothes, etc.),
- close collaboration of experts from several different engineering (and other) disciplines
- industrial organizations are moving towards integrated engineering organizations characterized by multi-disciplinary teams making decisions together.
- close collaboration of interdisciplinary experts needs a strong com-mon terminology basis as a prerequisite for mutual understanding.

Diversity of languages

- Global, accessible English for non-native speakers as “lingua franca” is not enough.
- International software development teams will keep communicating in their local languages, business and research will be done in local languages together with global English, global Chinese, global Arabic, etc.
- Natural languages will mingle and merge with computer languages, speech recognition will reach the next level and the “Universal Translator” from StarTrek will spread.

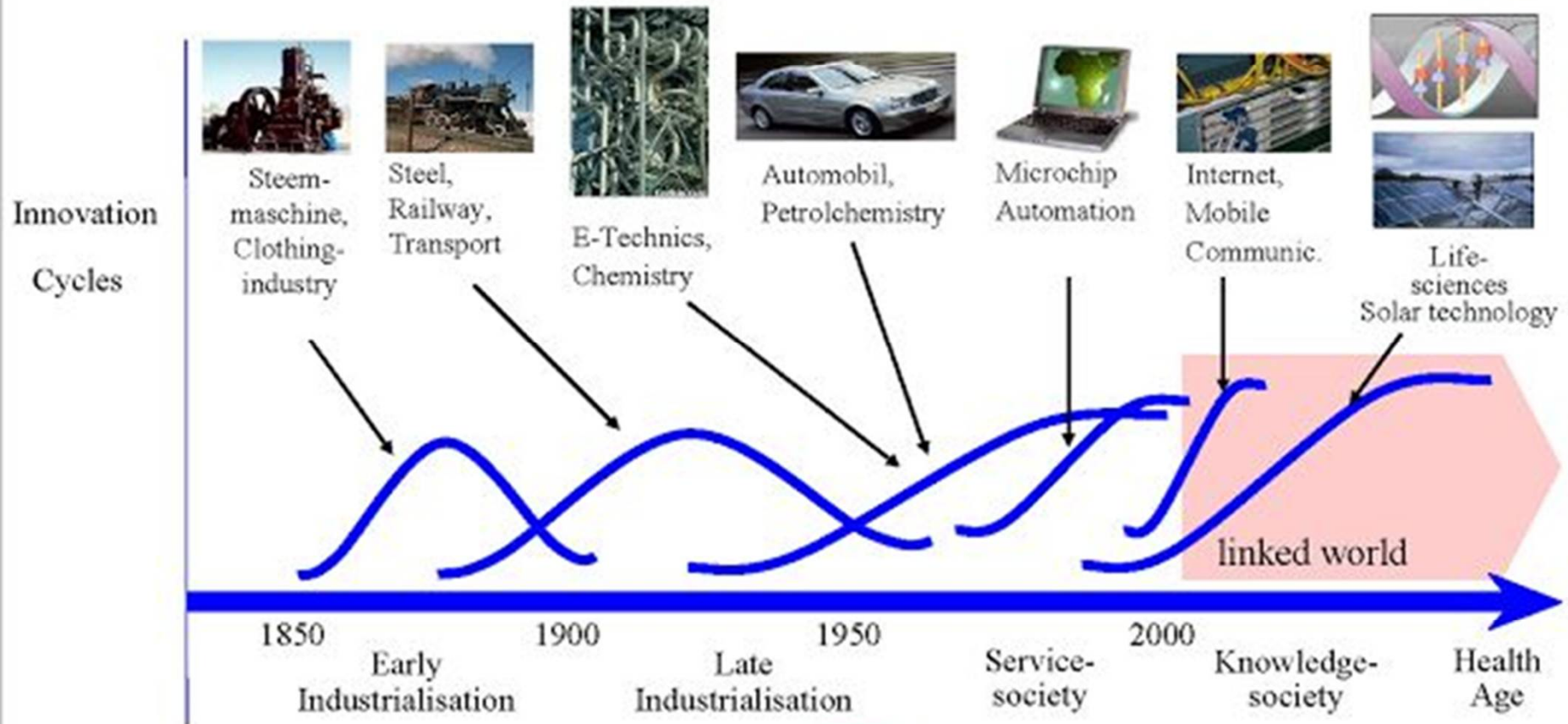
The importance and value of professional terminology management increasingly is understood and discussed in the software process improvement community.

Diversity of people

- Diversity Management is a strategic management approach, using the potential of a diverse workforce for the benefits of all parties involved.
- When SAP hires autistic people for specific task they are very good at (controlling pieces of software and detecting errors), both parties benefit: SAP finds the right people for important tasks, and the autistic people get the opportunity to have a job and live a self-determined life.
- When technical universities are desperately looking for female students, and economies suffer from skilled worker shortage in technical and other subject fields, diversity management can help to attract high potentials and high performers, independent from their gender, age, or ethnical background.
- ECQA Certified Diversity Manager

Kondratieff-Cycles: Key Innovations....

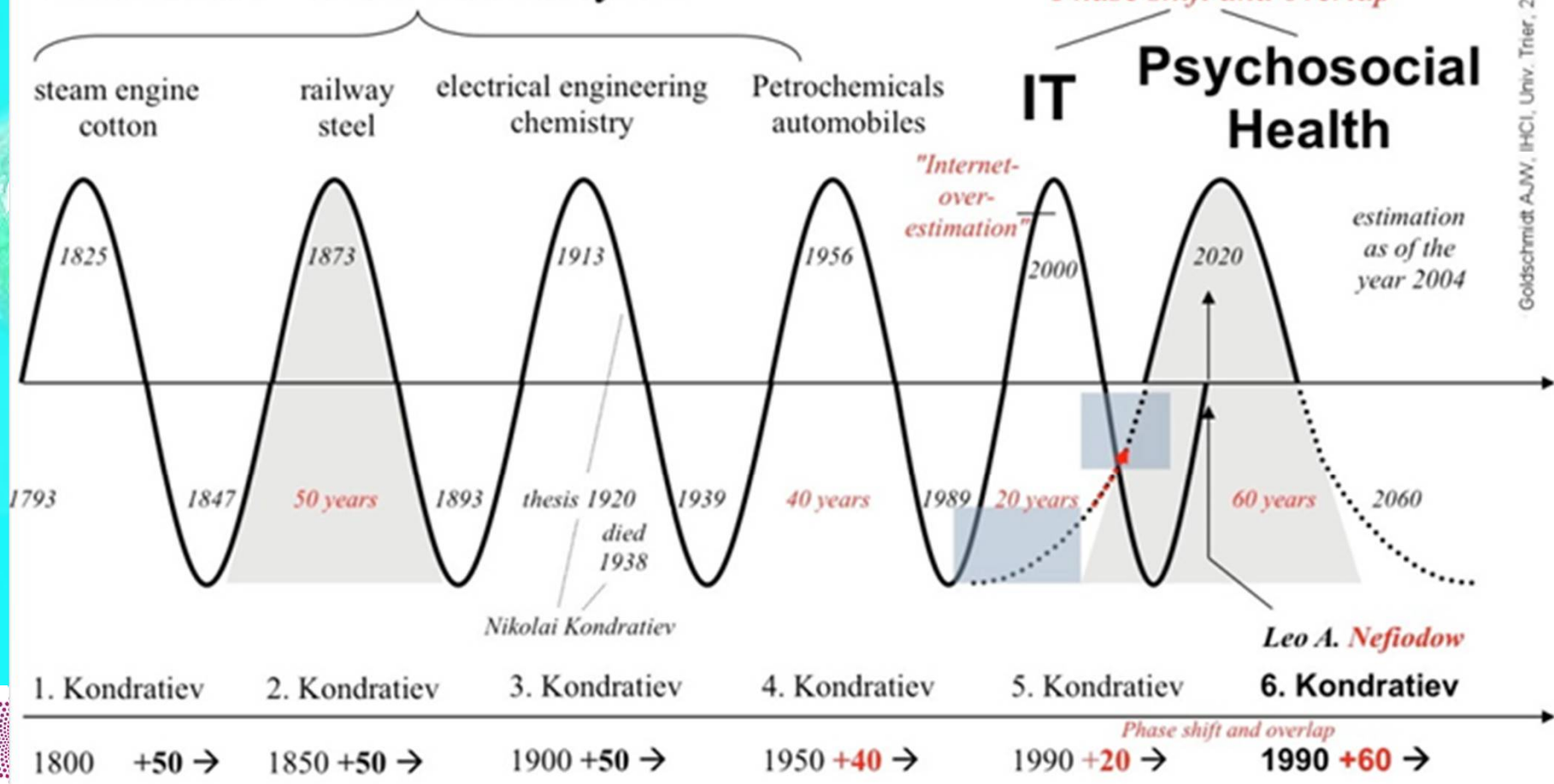
... initiate new industrial and social stages of development



Nikolai Kondratiev: Anti-Marxist theory about 1920's; empirical study UK/USA
 Josef Schumpeter: Definition of a "Kondratiev"-Unit
 Leo A. Nefiodow: 6th Kondratiev "Psychosocial Health"

"applicable" to a national economy in general,
 not applicable to all participants in a "market"

Kondratiev-"World Economy Act"



Goldschmidt A-JW, IHCI, Univ. Trier, 2004

Steam Engine
Textile Industry

Railroad
Steel

Electrotechnology
Chemical Industry

Automobile
Petrochemical
Industry

Information-
technology

Biotechnology
Psychosocial
Health

Clothing

Mass transport

Mass
consumption

Individual
Mobility

Information
Communication

Holistic
Health



1st Kondratieff

2nd Kondratieff

3rd Kondratieff

4th Kondratieff

5th Kondratieff

6th Kondratieff

1780

1830-50

1870-1890

1920-1935

1950-1980

2000-05

20xx

The Global Trends 2030

“The world of 2030 will be radically transformed from our world today. By 2030, no country—whether the US, China, or any other large country—will be a hegemonic power. The empowerment of individuals and diffusion of power among states and from states to informal networks will have a dramatic impact (...) and we believe that two other megatrends will shape our world out to 2030: demographic patterns, especially rapid aging; and growing resource demands ...”

Global Trends 2030: Alternative Worlds , National Intelligence Council of the US, 2012



Thank you very much



HOPE IT WAS FUN
& GOOD FOOD
FOR THOUGHTS
FOR YOU