

**Positive Emotions:  
Broadening and Building Upward Spirals of Sustainable Enterprise**

by

**Leslie E. Sekerka, Ph.D.\***

Associate Professor, Management and Psychology Departments  
Director, Ethics in Action Research and Education Center  
Menlo College  
Phone: (650) 543-3701  
Email: lesekerk@gmail.com

**Tanya Vacharkulksemsuk, M.A.\***

Ph.D. Candidate, Department of Psychology  
University of North Carolina, Chapel Hill  
Davie Hall CB#3270, Chapel Hill, NC 27599  
E-mail: tanyav@email.unc.edu

**Barbara L. Fredrickson, Ph.D.**

Kenan Distinguished Professor, Department of Psychology  
University of North Carolina, Chapel Hill  
Email: blf@email.unc.edu

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## **ABSTRACT**

Research to better understand the broaden-and-build theory of positive emotions has provided new vistas for how emotions impact people in their daily organizational life. In this chapter we draw from a decade of research to show how positive emotions, fueled by strength-based inquiry, can help create upward spirals of positive development through transformative cooperation. We show how the benefits of these emotions can transcend the individual experience and expand through the organization and into the broader community, contributing to sustainable enterprise.

**Keywords:** Positive emotions, broaden-and-build theory, sustainable enterprise, strength-based inquiry, transformative cooperation

## INTRODUCTION

It has been more than a decade since Fredrickson (1998) first asked: *What good are positive emotions?* Since then, applications of the broaden-and-build theory have provided new vistas for how emotions impact people in their organizational life. Researchers have moved to validate how employee decisions are inextricably linked to emotions at every level of analysis, from the individual up to the organizational (e.g., Elfenbein, 2007). Research reflects how positive emotions shape favorable attitudes and outlooks known to stimulate learning and task accomplishment and are associated with successful actions such as prosocial behaviors, group development, and establishing ethical cultures and ongoing learning (Arnaud & Sekerka, *in press*; Akrivou, Boyatzis, & McLeod, 2006; Luthans, Vogelgesang, & Lester, 2006; Triliva & Dafermos, 2008). Thus, the exploration of positive emotions has demonstrated how to cultivate workplace climates that foster new ways of thinking that may help generate more sustainable and healthy business practices. While today's managers are now aware that they need to spend time dealing with the emotional aspects of work, the desire to achieve efficiency and effectiveness through a more strategic cognitive-based approach remains dominant in many organizations.

In this chapter, we examine how the benefits of positive emotions serve as a mechanism to achieve transformation, contributing to an organization's dynamic evolution through upward spirals of development. Establishing cooperation toward change and innovation is especially important in today's global workplace, where positive emotions may be useful to cultivate responsibility toward broadening and building organizational development. Long-term existence and development of humans and organizations depend, largely, on application of the concept of sustainable enterprise. As described by Potocan and Mulej (2007) and Pfeffer (2010) this means evidence of moving toward the achievement of economic, ecological, ethical, and social aims.

Our review of the research on positive emotions demonstrates how they are an important feature of organizations that hope to foster this type of healthy growth and ongoing development.

### **Broaden-and-Build Theory of Positive Emotions**

The basis of our discussion stems from Fredrickson's (1998, 2001, 2009) *broaden-and-build theory* of positive emotions. Unlike negative emotions (e.g., anger, fear, worry), which narrow people's attention and mobilize cardiovascular and other bodily systems to support quick, survival-promoting action, positive emotions (e.g., joy, interest, appreciation) function in the short term to *broaden* one's attention and quell heightened bodily reactivity to *build* one's cognitive, social, psychological, and physical resources over the long term.

*Overview of the Broaden Effects.* Decades of experimental research pioneered by Isen and her colleagues provided evidence suggesting the causal effects of emotions such as joy. We know that positive emotions can influence a wide range of cognitive outcomes, including patterns of unusual thought (Isen, Johnson, Mertz, & Robinson, 1985), flexibility and inclusion (Isen & Daubman, 1984), creativity (Isen, Daubman, & Nowicki, 1987), and receptivity to new information (Estrada, Isen, & Young, 1997). Further social psychological inquiry into positive emotions reflects their ability to favorably alter thoughts and attention. In behavioral lab studies, for example, Fredrickson and Branigan (2005) induced different emotions in people, followed by a task asking participants to list the things that they felt like doing at that time, given their current emotional state. Those prompted to feel positive emotions listed more varied potential actions as compared to those feeling negative or no emotions. More recently, laboratory evidence for the broaden effects of positive emotions appear in studies using neuroimaging (Schmitz, De Rosa, & Anderson, 2009), eyetracking (Wadlinger & Isaacowitz, 2006), and autobiographical memory recall tasks (Talarico, Berntsen, & Rubin, 2009), showing that positive emotions shift

participants' attention to perceive a wider scope.

At the interpersonal level, positive emotions have been associated with enhanced attention to others and reduced distinctions between the self and others. For example, researchers found that students who experienced more positive emotions during their first weeks at the university reported a greater sense of "oneness" between themselves and their newly assigned roommates, and then moved to develop a more complex understanding of that person (Waugh & Fredrickson, 2006). Furthermore, induced positive emotions increase trust between acquaintances (Dunn & Schweitzer, 2005), strengthen existing interpersonal relationships (Algoe, Fredrickson, Gable, & Strachman, *under review*), and are foundational in creating bonds and opportunities for interdependence (Cohn & Fredrickson, 2006; Gable, Reis, Impett, & Asher, 2004). In sum, empirical evidence demonstrates the many ways that positive emotions broaden people's mindsets, expand how they view the self in relation to others, and influence the innerworkings of one's social world.

***Overview of the Build Effects.*** The notion that positive emotions help to build capacity reflects the fact that the benefits of these emotions extend beyond simply feeling good at any moment. The terms, as suggested by the theory's name, are corollary: *broadened* awareness actually *builds* enduring personal resources. These resources can emerge in several different forms, including cognitive (e.g., mindfulness skills or intellectual complexity); social (e.g., high-quality friendships and strong social support networks); psychological (exercising resilience or optimism in challenging life situations); or physical (e.g., the ability to rebound from stress-induced peaks in blood pressure). Hence, rather than merely signaling optimal functioning, positive emotions actually help to generate personal, interpersonal, and organizational growth. To examine the build effect, Fredrickson and her colleagues (Fredrickson, Cohn, Coffey, Pek &

Finkel, 2008) followed research participants who were randomly assigned to a group that learned skills to self-generate positive emotions (via loving-kindness meditation workshops) or a monitoring, waitlist control condition. After the meditation workshops ended, those in the loving-kindness meditation group reported greater levels of mindfulness, self-acceptance, positive relations with others, better physical health, and fewer symptoms of depression, effects fully mediated by increases in daily positive emotions.

### **Positive Emotions in the Workplace**

Correlational studies in organizational behavior also suggest an association between positive emotions and built resources. Positive emotions are linked with work achievement and high-quality social environments (Staw, Sutton, & Pelled, 1994), and creativity (Amabile, Barsade, Mueller, & Staw, 2005). Scholars continue to investigate how positive approaches are associated with enhanced satisfaction, motivation, and productivity (Martin, 2005). For example, George (1998) found that those with a “can-do” attitude can help create positive emotional climates that contribute to increases in company sales and customers. Given that positive emotions are drivers of positive attitudes, high-quality social milieus, and generative environments, the broaden-and-build capabilities produced by them are particularly relevant when leaders want to cultivate organizational change and development. We now take a closer look at how positive emotions are recognized as valuable assets in the workplace.

Since the introduction of the broaden-and-build theory, a host of revelations have emerged, showing that individual decisions, actions, and competencies are associated with positive emotions. For example, leaders with tendencies toward feeling pride and gratitude are likely to demonstrate prosocial behaviors, namely, engagement in activities displaying social justice and altruism (Michie, 2009). Positive emotions are also more closely associated with

transformational leadership, rather than transactional leadership (Rowold & Rohmann, 2009). In fact, Bono and Ilies (2006) found that leaders' expression of positive emotions in the workplace creates perceptions among employees of leaders' effectiveness and elevates their desire to work for them. Because leaders often drive how employees feel, emotions expressed from the "top" can truly make a difference in the organization's climate, which can contribute to higher revenue and growth (Ozcelik, Langton, & Aldrich, 2008). Evidence continues to emerge reflecting how employee performance is associated with positive emotional experiences. For example, the display of positive social self-conscious emotions, such as pride and empathy, have beneficial effects on personal accomplishment (Zapf & Holz, 2006) and can favorably impact customer relations (Bagozzi, 2006).

Research on compassion in the workplace, concern to those suffering or facing difficulty, has been associated with positive emotions and affective commitment (Lilius, Worline, Maitlis, Kanov, et al., 2008). Here we see that having an ability to cope and provide support to others in organizational settings is essential, but especially during recessionary periods where downsizing and layoffs persist, leading to extended periods of stress. We also know that proactive engagement in issues that produce worry and concern, such as environmental and global justice, employ cognitive strategies that activate positive emotions and constructive action (Ojala, 2007). Research shows how organizational citizenship behavior associated with pride can help people deal with difficult and even oppressive circumstances (Hareli & Tzafrir, 2006).

We know that helping individuals establish positive meaning in their job and organizational role contributes to competence, achievement, involvement, and social connection (Wrzesniewski & Dutton, 2001; Folkman, 1997; Ryff & Singer, 1998). When individuals support others to seek positive meaning in their work—bringing forward what they value most—gratitude and

enthusiasm freely emerge. Positive emotions bolster cooperation as employees prepare for organizational change (Sekerka, Zolin, & Goosby Smith, 2009). We also know that character strengths closely associated with positive emotions, such as optimism, hope, efficacy, and resilience, favorably impact employees' attitudes and behaviors that support transformation. In fact, psychologists studying success in business point to such character strengths as playing a more important role in success—more so than skill, education, and to some degree, even talent (Siegel, 2006).

In terms of groups, positive emotions are associated with high-quality team member exchange linked with productivity (Tse & Dasborough, 2008). When groups share relational outcomes, positive emotions and learning contribute to a sense of empowerment and community. And, there is theoretical work that describes how intentional group change can benefit from positive emotions (Howard, 2006). At the organizational level, research has found correlations with positive emotional climates and fostering development, connections, and social and psychological capital (e.g., Bushell, 1998; Avey, Wernsing, & Luthans, 2008). Positive emotions can also favorably impact employee development and retention rates (Dries & Pepermans, 2007). Finally, a theoretical explication has described how positive emotions contribute to the development of psychological capital, which helps employees build resiliency through self-enhancement, external attribution, and hardiness (Luthans, Vgelgesang, & Lester, 2006).

Losada and Heaphy (2004) used nonlinear dynamical modeling to show that a high degree of connectivity and positive-to-negative ratios within an organization correlated with higher team performance. Not only did the mathematical models show high-performance teams utilized a broader range of behavioral repertoires in the short term, but they also built durable psychological and social resources through strong connections with fellow team members. In

contrast, lower performing teams appeared to have low levels of connectivity and lower positive-to-negative ratios, which made them more likely to get “stuck” in situations because of a limited behavioral repertoire and decreased likelihood of building strong team member connections.

With this information, research suggests that people simply perform better when their workday experiences include more positive emotions, adding to intrinsic motivation and more favorable perceptions of their work, team, leaders, and organizations (Amabile & Kramer, 2007). Indeed, later work by Fredrickson and Losada (2005) suggests that an optimal positivity ratio is above 2.9-to-1.

That said, we recognize that negativity inevitably arises in the workplace, and when it does, the negativity bias (Baumeister, Bratslavsky, Finkenauer, & Vohs, 2001) tends to take over. It would thus be advantageous for organizations to be equipped with positive emotions when faced with such situations in order to achieve, or maintain, an optimal positivity ratio. Given the attractive outcomes associated with an effective positive emotional ratio, leaders may be interested in cultivating them, especially if they want to extend their organization’s capacity. We now turn to a particular form of change resourced by positive emotions: *transformative cooperation*. In describing this process, we discuss how the effects that stem from positive emotional climates both create and fuel this process. Then, we consider how these benefits can extend into the stakeholder community through upward spirals of growth and development.

### **POSITIVE EMOTIONS FUEL TRANSFORMATIVE COOPERATION**

*Transformation* is a fundamental shift in how people view, understand, interpret, or make use of their organization and their role within it. Aspects of the phenomenon are described by change management scholars who refer to second-order, radical, or gamma change (e.g., Golembiewski, Billingsely, & Yeager, 1979). This type of change goes to the root of how people frame and

define their organization and work, in contrast to first-order or alpha change, which incrementally focuses on resolving specific problems (Bartunek & Moch, 1987). *Cooperation* is when people come together to produce output that provides those involved with something of value, a collaborative endeavor where mutual benefits are achieved as a result of shared actions (Agnes & Laird, 1996).

Thus the term *transformative cooperation* is described as a specific type of change initiated by people who pool their knowledge, skills, and passion to collectively conceptualize and construct a novel and dynamic future (Sekerka & Fredrickson, 2008). This form of change is not about fixing the current system; rather, it is a deliberate and continuous effort toward creating new forms of organizing. Transformative cooperation is a platform to marshal shared values and mutual benefits for all involved. But because it is a generative process, it cannot be declared, ordered, or implemented via mandate. Rather, it is through strength-based discovery into what people collectively value that helps employees co-create the purpose and meaning of their work—from this point of mutual understanding where strengths can be elevated and where assumptions can be altered.

So how do positive emotions fuel such an effort, contributing to individual and organizational development? We argue that positive emotions that stem from strength-based inquiry initiate transformative cooperation. This helps to establish a positive emotional climate that broadens and builds relational strength, thereby expanding individual, as well as collective capacity toward innovation. As depicted in Figure 1, inquiry into the strengths within the organization helps to create upward spirals of growth and development, starting with individuals and extending outward toward the community.

--Insert Figure 1. About Here--

## Creating Upward Spirals of Organizational Development

*Strength-based inquiry.* Discovery based upon targeting individual and collective strengths is a portal to transformative cooperation. Through a variety of collaborative exercises, strength-based organizational development techniques encourage people to share positive memories through stories, testimonials, and discussions that outline what they appreciate and value about their work. This process helps people discover the best of their organization and themselves as the focal point for change, rather than looking at problems and symptoms of dysfunction. An *appreciative inquiry* (AI) summit, for example, is a platform for creating a positive emotionally charged event that, when followed by the implementation of practices, supports the cultivation of whole-scale transformation (Cooperrider & Srivastva, 1999).

As people work together to highlight, observe, and define their organization's positive core, they are better able to identify what they deeply value. From these shared values, an ideal vision is imagined; here, participants ascertain what needs to be done and how they can work together to achieve it. Building from existing assets, the positive core of their personal and collective strengths, employees begin a process of self-directed organizing (Cooperrider & Whitney, 2001). Employees then align themselves in unique ways by forming groups and taking on new roles and functions. They rally around shared strengths, generating positive energy via interests that help them produce new organizational relationships. This creates fresh ways to accomplish their work, shaping different constellations of organizational forms for task accomplishment. As described by Bartunek and Woodman (see Chapter X, this volume), focusing on the positive in organizational settings contributes to positive psychological capital (hope, optimism, resilience), an important factor in reducing dysfunctional attitudes and behaviors during organizational

change. Positive relationships and relational coordination have also been shown to contribute to resiliency in the face of work stressors that stem from external pressures (Gittell, 2008).

The act of working on a collective effort, using positive experiences as levers for development, prompts the creative thinking necessary to envision an innovative future. This process is explicit, establishes joint ownership and buy-in, and fosters transformative cooperation. Given the distinct social origins of positive emotions that people experience when interacting with others (e.g., Vittengl & Holt, 2000; Watson, Clark, McIntyre, & Hamaker, 1992), it is no surprise that people feel good when working together in this fashion. As positively charged discovery continues, a cascade of ideas stimulates more activity and innovation. The process is described in the theory of positive change (Cooperrider & Sekerka, 2006), with positive emotions serving as the initiators (for examples see <http://appreciativeinquiry.case.edu/>).

***Positive Emotions: Broadening Relationships.*** Once initiated, the broadening effects of transformative cooperation continue to build capacity through inclusion and empowerment. When positive emotional experiences influence how we see ourselves, broadening the scope of self-perception to include others, the distinction between self and others becomes blurred. As a result, people become more likely to adopt the characteristics of others, escalating inclusivity. Responsibility toward others and shared resources can be nurtured in opposition to fueling competition over scarcity or a sense of entitlement, often the by-products of analyzing dysfunction (Sekerka, Zolin, & Goosby Smith, 2009). As employees engender appreciation and target their common values, it becomes easier to build and extend relationships and trust. Conversely, a focus on differences and problems cultivates an “us-versus-them” mindset, which fosters resentments (Gilmore, Shea, & Useem, 1997). As people reframe and expand their identity, they can begin to alter their assumptions and create new perspectives. This can be a

turning point, moving organizations from a self-interest orientation, where reactionary problem-solving is directed toward survival, to a more generative other-orientation, where interdependencies support the concept of collaborative thriving.

Given that positive emotions contribute to an expansion of the self, experiences associated with gratitude, appreciation, and other positive emotions are expected to increase employees' personal identification with others in the organization (Dutton & Dukerich, 1991; Dutton, Dukerich, & Harquail, 1994). Positive experiences that call for participation in co-creating what it means to be at work help people see themselves aligned with others. Furthermore, people experiencing positive emotions become more helpful to others, which is attributable to people becoming more flexible, creative, empathic, compassionate, and respectful.

But being helpful not only springs from positive emotional states—it can also produce them. For example, those who give help may feel proud of their actions. This experience not only creates a momentary boost in self-esteem, but can also prompt people to envisage future achievements in similar domains, motivating them to help again (Fredrickson, 2000). Social psychologists have also found a robust reciprocal association between gratitude and social support, edifying relational strength. Just as the person who gives help experiences positive emotions, the one who receives it is likely to feel grateful. Gratitude not only creates good feelings but also produces a myriad of beneficial social outcomes (e.g., Algoe, Haidt, & Gable, 2008; Algoe & Haidt, 2009; McCullough, Kilpatrick, Emmons, & Larson, 2001). For example, recall the last time someone engaged in an act of kindness toward you. Did you feel the desire to do something nice for them in return? Research shows that grateful people often feel the urge to “give back.” This reciprocal nature of gratitude reinforces positive action and endorses its continuance.

***Positive Emotions: Building Outward Expansion.*** Moving beyond the broadening effects of positive emotions, we see how they also build capacity, strengthening social relationships over time. People who experience positive emotions continually grow toward further optimal functioning (Fredrickson & Joiner, 2002; Fredrickson, 2003; Fredrickson et al., 2008). When genuine feelings of appreciation are cultivated, employees are more interested in working together to forge teams and coalitions where they stimulate ideas, achieve shared goals, and foster ongoing learning and development (Neville, 2008). As organizations continue to cultivate a positive emotional climate, they will likely benefit from the increased strength of their relationships. Such experiences can accumulate, compound, and ultimately, serve to strengthen the collective. Positive emotions promote constructive interpersonal engagement and encourage trust, which predicts effective and integrative negotiations (Anderson & Thompson, 2004), as well as the desire to contribute to the effectiveness of the organization (Fredrickson, 2000). This gives us a sense of the build effects, reflecting the macro outcomes associated with positive emotional experiences.

Again, looking to Figure 1, we see that as positive emotions contribute to the relational strength of organizations, this builds capacity by increasing relational expansion. In turn, this helps increase social capital; a resource that can contribute to growth and favorable performance outcomes, antecedents for work-related effectiveness. As positive emotional climates foster relational strength and growth, more people want to engage and become part of the whole, one that is working to serve a greater good (Barros & Cooperrider, 2000). Positive emotions are also associated with cultivating an ethical climate, one that supports sustainable enterprise (Arnaud & Sekerka, *in press*). The strengthening of relationships through trust and cooperation creates an upward spiral of positive development through a sustained openness to expansion, energizing a

holistic stance through acts of social support. As this cycle is established—one of continuous value creation—whole communities can be transformed into more integrated complementary atmosphere. This relates nicely to what Hoffman and Haigh describe as a shift to a focus on abundance, rather than traditional deficit-based thinking (see Chapter X, this volume). Such a perspective can provide people and their organizations with an opportunity to flourish more broadly, extending awareness and appreciation for economic growth pursued in a manner that assures protection of both social and natural environmental systems.

The benefits of positive emotions and their association with an expansion of relational capacities are boundary-free. That is, positive emotions provide the foundation for optimal functioning, which have unlimited potential to extend outward to society. The implication is that the positive emotions of employees' momentary experiences can be both generators and long-range indicators of performance and sustained well-being. Once initiated, transformative cooperation can help generate outcomes that contribute to upward growth spirals that reverberate outward to help build stronger communities.

Given the negativity bias noted earlier, especially in today's economically distressed workplace environments, the notion of too much positivity has not been an overt concern as of late. However, evidence suggests that some people value change processes that stem from a problem-based focus, which can effectively drive change (Sekerka, Zolin, & Goosby Smith, 2009). But the negative sentiments that typically accompany this process, emotions used to rally energy for transformation, are not sustainable. When fear or anger are used as levers for creating deep change, they will be unlikely contributors to individual or collective well-being. To address this concern, new process forms, such as *Balanced Experience Inquiry*, have emerged. This particular process moves to cultivate positive emotions, while still honoring the relevance and

value of issues underlying the need for change (Sekerka & Godwin, *in press*). Such techniques accentuate strengths, but do not ignore the negative, issues typically associated with the desire for change. Clearly, there is much work to be done to understand how to cultivate balance in an effort to create and support transformative cooperation. But establishing this balance will unlikely emerge from a focus on achieving one particular goal or ideal. Rather, it will be an effort in flexibility and resilience, bending and integrating process components that address differences in people and their situational contexts. A robust form of positive adaptation will access the broadening and building benefits that stem from cultivating positive emotions, while also attending to systemic realities that generate negativity.

One thing is for sure, regardless of the process selected, as employees work to develop new methods and technologies to support sustainable development in practice, there will be obstacles. Positive emotions, with their durable benefits, will likely support resiliency in times of difficulty to help people rebound from these challenges. The link between positive emotions and their role in helping people transform assumptions also helps them build resiliency and social integration. Such benefits are ideally suited toward creating organizations that want to become more responsible in their every day business practices. Fostering a shared commitment to sustainable development means that relational strength will contribute to the organization's growth and performance, regardless of setbacks that may temporarily hinder progression. When people recognize that they are part of something that adds to the greater good, motivation and commitment can become protracted over time. Key to such efforts is maintaining a shared respect for ecological values that go beyond the self, actualized through cooperation and empathy. Partnerships and cooperatives help bolster this commitment within organizations, then

outwardly toward stakeholders and among different institutions. As this cycle of value-creation is established, industries can be transformed into more responsible and mindful entities.

### **FUTURE DIRECTIONS**

We opened the chapter by referring to Fredrickson's original question: *What good are positive emotions?* A case has been made that positive emotions are indeed useful; yet, some scholars remain dubious (cf. Linley, Joseph, Harrington, & Wood, 2006). For scholars to remain productive in this area of study, they will need to integrate disorder and dysfunction with achievement, aspirations, and performance. To achieve robust outcomes, organizations must not only support the cultivation and extension of positive emotions, but also work at understanding how to effectively address and draw strength from negative emotions as well. Researchers must continue to explore how people can better manage and work through both positive and negative affective events (rather than simply reducing the negative) to maintain a more balanced approach toward task accomplishment and overall performance. In pursuing this focus on integration and balance, questions for future research include:

- Given individual and situational differences, how can people learn to achieve a productive ratio of emotional states to obtain performance goals while also maintaining their mental and physical health?
- How do emotions operate at the dyadic and small group level to influence an organization's performance outcomes?
- What training and development processes can be used to cultivate change from a balanced perspective leveraging strengths, while also honoring areas of dysfunction?
- What drives the build effects of positive emotions in workplace settings? To what extent are the long-term effects sustained in organizations by bottom-up versus top-

- down forces?
- What role does resiliency play in how emotions marshal commitment within and among organizations?
  - How can the broaden-and-build theory of positive emotions be used on a larger scale, to help explain protracted efforts toward sustainable enterprise?
  - What insights can be drawn from research on the positivity ratio? Specifically, how does this work inform the development of change processes to achieve a more balanced effort, finding a sustainable weave to generate benefits from positive emotions, while also moving to address problems typically associated with negative emotions?

While our discussion has highlighted the broaden-and-build effects of positive emotions, research has just scratched the surface of how the theory can be applied to better understand individual, organizational, and community development. We have come a long way in showing how individual feelings of gratitude, pride, appreciation, interest, and enthusiasm can instill upward spirals of development. It is up to the next generation of scholars to use these insights to help create healthier more sustainable organizations, and, in doing so, widen the interdisciplinary bridge between social psychology and organizational sciences.

### **CONCLUSION**

Understanding what creates an effective and sustainable workplace is nearly impossible without considering the influence of emotions. In this chapter, we explained how positive emotions can be a powerful mechanism for organizational development. Given the research prompted by scholars to date, we know that a focus on the mechanistic operations and one-time fixes to drive production are not enough to promote the systemic and dynamic processes needed

for organizations in the 21<sup>st</sup> century. The broaden-and-build effects of positive emotions can be used as drivers for ongoing change dynamics. As our review of the evidence from both social psychological and organizational studies suggests, positive emotions hold adaptive value that transcends “feeling good” at the individual level in a way to influence grander reverberating effects on larger contexts. Positive emotions have been shown to have the power to transform individuals, small groups, and whole organizations, in both the short and long term. Such insights give us reason to be optimistic about the creation of organizations that genuinely reflect the meaning of sustainable enterprise.

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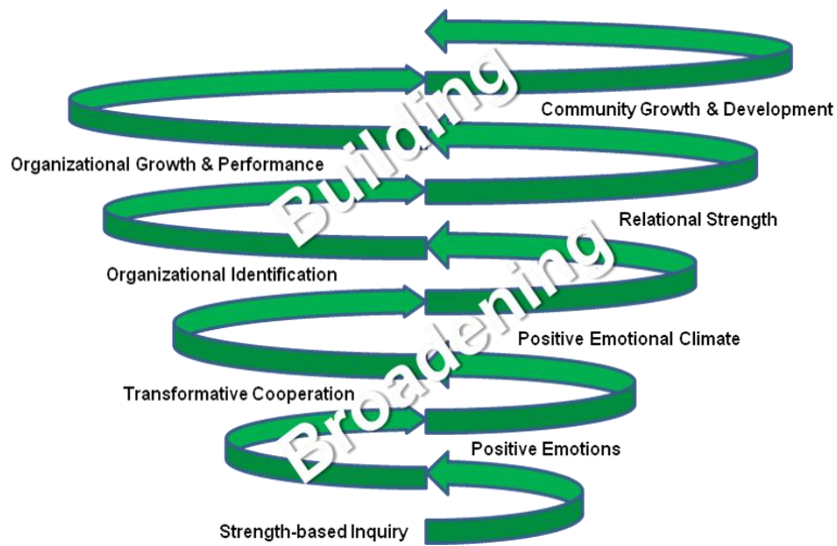
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**Figure 1.** Broadening and Building in Organizational Settings



*Figure Caption:* Strength-based inquiry fuels the beneficial effects of positive emotions at multiple levels, broadening and building sustainable enterprise.