

Positive Leadership

Kim Cameron is one of the leading thinkers in the Positive Organizational Scholarship (POS) movement. His latest book, *Positive Leadership: Strategies for Extraordinary Performance*, is both remarkably concise and delightfully provocative.

Cameron asserts that positive leadership has three implications for today's leaders. First, he states that leaders need to search out and encourage positively deviant performance. Success, he notes, is defined by the ability to set the pace. And leaders who are most likely to set the pace are those who facilitate the achievement of "outcomes that dramatically exceed common or expected performance."

Next, Cameron observes that positive leadership is predicated on an affirmative bias. Such a bias naturally focuses leaders on "strengths and capabilities and on affirming human potential." Finally, positive leaders foster virtuousness in their organizations. They ensure that there is "an inherent orientation ... toward virtuousness in individuals and organizations."

Cameron's clear focus in this book is how to create an environment in which positive deviance is the norm. This is a significant initiative because, for many, "positive deviance" is an oxymoronic phrase. Yet as Cameron explains, positive deviance is simply the result of individuals seeking to take good performance and elevate it to great performance. Great performance results in more employee engagement and satisfaction which in turn leads to greater organizational productivity and profitability.

In the remainder of the book, Cameron describes strategies for developing and implementing positive leadership strategies. These strategies include facilitating the development and maintenance of a positive climate, enabling positive relationships, creating an environment in which positive communication thrives, and build positive meaning to work experiences. While Cameron's volume is only 110 pages long, it is packed with insightful, practical suggestions for positively impacting employee satisfaction and productivity. For those truly committed to the ongoing enhancement of a positive leadership style, this book is an absolute must read.