# Index

- ‘10-20-70 rule’ 292–3
- 360-degree feedback 327, 328, 331, 366, 368, 369, 371

*A Primer in Positive Psychology* (book) 29

AA (Alcoholics Anonymous) 184

AARP (American Association of Retired Persons) 144

A-B-C personality model 183

Abrahams, R. 12

Absence Management Survey (2013) 316

absenteeism 154, 179, 221, 315–16, 360

acceptance 194

‘acting with awareness’ 197

‘action’ (action learning component) 293

action learning 293–4, 297, 301

active coping responses 384–5

activity-based self-worth 52

acts of kindness study 29–30, 31

adaptability 68–9, 237–8, 239, 240, 244

adaptational systems 70

‘adaptive leadership’ theory 366, 367

addiction 171–2, 175, 180–81, 186

adversity 69–70

Aguinis, H. 342

Albrecht, S. L. 215, 216, 217–18, 220

alcoholism 171, 180, 184

Aldana, S. G. 262

Amatea, E. S. 384–5

ambiguity 53

‘Appreciating and Caring’ (Total Leadership experiment type) 89, 92, 93

ARQ (Ashridge Resilience Questionnaire) 74, 79

ASSET (stress risk assessment tool) 267

Australian National University 193, 195–6

authentic behaviour 195

Automatic Thoughts Questionnaire 55–6

autonomous motivation 193, 195, 198, 199–200, 203, 205

autonomy

and meaningful work 213, 214, 216, 218–19

and mindfulness 198, 199–200, 203, 205

and protean career orientation 253, 254

as psychological wellbeing dimension 3, 4, 107, 283, 339–40, 341, 345

and work–family enrichment 125, 131

‘awareness and personal insight’ stage

(leadership development process) 364, 365, 366

Aziz, S. 171, 173

baby boom 145, 146, 147, 161

Bakker, A. B. 222

balance and diversity (high-performance team framework) 368

Bandura, Albert 59–60

Barling, J. 343

Barnett, M. L. 344

Barrick, M. R. 214

Barsade, S. 10

Baruch, Y. 244

Bauer, G. F. 284–5

Beck, A. T. 55

behaviour-based interference 379

Benson, S. J. 385

‘being orientation’ 55

Berg, J. M. 14, 212

Bergeron, D. M. 344

Beutell, N. J. 347, 377, 379
Flourishing in life, work and careers

‘Big 5’ personality traits 173
Biglan, A. 194
Bigges, J. 317
Bissing-Olson, M. J. 343
BITC (Business in the Community) 264
Bobula, Jozef 237
Bono, J. E. 9, 219
Booth, A. 153, 155
Boston College Center for Work and Family 85–6
‘boundaryless’ careers 236–7, 252–3
Bowen, C. 152
Bowler, M. 339
Brass, D. J. 339
Briscoe, Jon P. 239, 241, 242, 252–4
Britt, T. W. 224
‘broaden-and-build’ theory 6, 215–16
Brooks, David 248, 249
Brough, P. 384, 387, 389
brownouts 178
Bryant, F. B. 9
Building Resilience for Success (book) 75
Burdette, Heather 237, 238, 239
Burke, R. J. 50, 174–5, 176, 178, 180
burnout 178, 179, 349–50, 351
Burns, L. R. 51
Burton, W.N. 263–4
business organization case study 301–3
Cakmak-Otluoğlu, K. O. 241
Calvano, L. 161–2
Camgoz, S. M. 12
Cardador, D. E. 219–20
careers, defining 13
caregiving
benefits of being ‘sandwiched’ 155
decreasing supply of caregivers 146
defining 141, 142
and emotional support 154, 158, 160
future research directions 161–3
and gender 154–5, 159–60
and health 148, 154, 158–9
impact on labour market 154, 160–61
increased demand for 145–6
National Study on Balancing Work and Caregiving in Canada (2012) 141, 142, 155–60
and prevalence of ‘sandwich generation’ 143–7, 156
research challenges 142–3
‘sandwich generation’ literature review 147–55
and stress 154, 158–9
time demands 157–8
Caring Canadian Award 36
Carlson, D. S. 133, 383–4
Cartwright, S. 267
‘challenger’ role 287
Chang, E. C. 49
‘chaotic families’ 174
Chappell, N. L. 162
character, developing and maintaining 8–9
Chartered Institute of Personnel and Development 266
Chassin, L. 150
Chen, C. 183
Chisholm, J. F. 141, 153, 154
Choy, A. 287
Christensen, C. 17
‘chunking’ 37–8
CIPD (Chartered Institute of Personnel and Development) 316, 319
‘circling back’ 248–9
circumplex model 213
clarity (high-performance team framework) 368
Clarke, N. 317
Clough, P. 70–71
coaching 247, 248, 249, 287, 364, 366–71
Coffin, William Sloane 252
commitment (high-performance team framework) 368
communication (high-performance team framework) 368
‘companionate love’, cultures of 10
‘compassion fatigue’ 30–33
competence
and financial security 105
and gender 112
and meaningful work 213, 214–15, 223
and mindfulness 198
as psychological wellbeing
Index

397

certainty 68–9, 71, 73, 74–5, 77–8, 79–80
connectedness 107
‘conservation of resources’ theory 216, 380
‘contingency leadership’ theory 366–7
controlled motivation 195
Coope, K. H. 11
Cooper, C. L. 178, 267, 290, 291, 294
‘corporate citizens’ 31
Corporate Health Achievement Award
264
counselling 181–6, 204, 246, 248–9, 253, 257
Craig, E. F. 235–6
Cravey, T. 162
‘creator’ role 287
Crossan, M. 8–9
Csikszentmihalyi, M. 213
CSR (corporate social responsibility) 342–3, 344
Damian 225–7
Darr, W. 360
Darwin, Charles 367
de Bono, Edward 79
De Jesus Salazar, J. 344
De Morbis Artificum Diatriba (book) 261
De Vos, A. 241
Deci, E. L. 213
‘Delegating and Developing’ (Total Leadership experiment type) 89, 93–4
Dembe, A. E. 162
depression 55–6, 148, 158–9
‘desire and motivation’ (leadership development process) 365
developmental networks 247
DiBartolo, P. M. 52
Dik, B. J. 210, 216, 225
direction (high-performance team framework) 368
‘doing orientation’ 55
Domberger, S. R. 243–4, 245
drama triangle 285–7
dual-career couples 7, 12, 85, 120
Dunn, M. G. 129
Dutton, J. E. 222
Duxbury, L. C. 150, 162
Dweck, Carol 57
Dyer, Gibb 253
dysfunctional families 173–4
EAPs (Employee Assistance Programmes) 261, 266
economic downturn 146–7
education organization case study 295, 297–300
eldercare complexity of 157
defining 141
future research directions 161–3
health impact on caregivers 148, 154, 158–9
and prevalence of ‘sandwich generation’ 143–7
‘sandwich generation’ literature review 147–55
time demands 157–8
Ellis, Albert 46, 48
Emerald, D. 287
emotional energy 11
emotional exhaustion 349–50
emotional support 107, 132, 134, 154, 158, 160, 349
emotional-focused coping responses 384–5, 386
employee engagement see work engagement
Enache, M. 241
ergy 10–12, 39
‘Energy and Resilience’ programme 266, 268, 270–73, 280
environmental mastery 3, 49, 283
episodic emotion-focused coping 386
Ethisphere Magazine 343
EVP (Employee Value Proposition) 264
executive coaching 364
experiential avoidance 194
‘Exploring and Venturing’ (Total Leadership experiment type) 89, 94
Fabius, R. 264
‘failures’ 370
family counselling 184–5

Ronald J. Burke, Kathryn M. Page and Cary Cooper - 9781783474103
Downloaded from Elgar Online at 07/08/2019 07:42:56PM via free access
Flourishing in life, work and careers

Fassel, D. 186
fatherhood
institutional/organizational support 87
Total Leadership program 86–7
assets and liabilities 94–6
change inhibitors 94–6
creating change 96
experiment types 88–94
impact of 97–8
incremental change 98
methodology of 87–8
and prioritizing 97–8
and satisfaction 88, 97
stakeholder support 95, 96
and work–family enrichment 127–31, 133–4
and work–life balance 85–99, 112
see also gender; parenthood
‘feedback loops’ (leadership development process) 365
Feldman, D. C. 244
Ferguson, Y. L. 10
Fernandez, V. 241
fertility rates 145, 147
FFMQ (Five Factor Mindfulness Questionnaire) 197–8, 199, 200, 202
Fiksenbaum, L. 50, 176
financial security 105–6
Finkelstein, L. M. 241
Firstbeat Technologies Ltd 267
fitness 11–12
‘fixed trait’ view 67
Flett, G. L. 49, 52, 56
flexibility (work–family enrichment model) 121–2
flexible working arrangements (FWAs) 12, 125, 128, 129, 130–33, 273, 274, 351, 378, 387
‘floating in the wind’ 237
‘flourishing triangle’ 286–7, 293
Flyn, Gillian 266
‘Focusing and Concentrating’ (Total Leadership experiment type) 89, 92, 94
Fong-Beyette, M. L. 384–5
Fredrickson, B. L. 6, 59, 215, 343
freelancing 237, 238
Freud, Sigmund 3, 27
Fricke, H 369–71
Frimer, J. A. 36
Frisch, M. B. 186
Fritz, C. 10–11, 15
Frost, R. O. 48–9, 55
Frost, Robert 254
Fry, P. S. 50
FSSB (family-supportive supervisor behaviours) 132
FWF (family-to-work facilitation) 123
FWI (family-to-work interference) 379–81
Galperin, B. L. 180
Garfield, James A. 239–40
Gates, Bill 37
gender
and caregiving 154–5, 159–60
and individual discontent 7
and organizational wellness programmes 263
and work–family conflict 380–81
and work–family enrichment 119, 127–30
and work–family facilitation 382
and work–life balance 112
General Social Survey (GSS, Canada 2002) 143–4
genetics 45–6
Gerson, K. 180
Gillies, Jim 13
Give and Take (book) 28, 35–6, 37, 38
‘givers’ 35–6
Goldberg, W. A. 153
Goldstein, N. J. 343
Goza, F. W. 152
Grant, A. M. 28, 35–6, 36–7, 38
gratitude 105–6
Greenhaus, J. H. 120–22, 347, 377, 379, 383
Greenleaf, Robert K. 335
‘greenwashing’ 343
Grimland, S. 241
group coaching 364
growth-oriented mindset 57–8
Groysberg, B. 12
Gruman, J. A. 224
Grundy, E. 152, 155
Grzywacz, J. G. 129, 130, 382, 383–4
Index

Hackman, J. R. 211–12, 213, 215, 220
Hahn, V. C. 15–16
Haidt, J. 4
Hall, Douglas T. 235–6, 240, 244–5, 245–6, 251–2, 384
Halpern, D. F. 273
Hamill, S. B. 153
Hammer, L. B. 144, 151, 154, 155, 162, 385–6
Hamukang’andu, L. 219
happiness
  defining 10
  definitions of ‘love’ and ‘work’ 3
  and importance of positive emotions 10
  and measurement of ‘thriving’ 5
  and measuring your life 17
  and positive emotions 283
  and prosociality 29–30
  and success 283
  and work–life balance 101, 103–12
happy-productive worker hypothesis 10
hardiness 70–71, 76, 225
Harrington, B. 388
Hart, P. M. 284, 290, 291, 294
Harter, J. K. 4
Hatcher, A. S. 175
health
  and caregiving 148, 154, 158–9
  and perfectionism 47–8
  and prosociality 31
  and recovery 15
  and stress 360, 362
  and workaholism 171–2, 177–80
see also mental health; OWPs
  (organizational wellness programmes)
Health and Safety Executive (UK) 266, 319
‘Health at Work Pledge’ 265
‘hearts and minds’ 6
help-seeking 38, 53–4
Henretta, J. C. 152, 155
Hewitt, P. L. 49
‘hierarchy of needs’ 107–8
Higgins, C. 162
high-performance teams 368
Hill, A. 238
Hinterman, C. 54
Hobfoll, S. E. 216
Horowitz, Ben 226
HRAs (Health Risk Assessments) 261
HRM (human resource management) 224
HRV (heart rate variability) measures 267–8
Huffington, Ariana 16, 57
Hui, C. 339
Humphrey, S. E. 215, 218
Husted, B. W. 344
‘hybrid engines’ 37
Igarashi, H. 149
IMI (Intrinsic Motivation Inventory) 198, 200
individual discontent 6–8, 18, 19–20
individual morale 290
‘intentional activities’ 10
interdependency (high–performance team framework) 368
‘internal psychological energy’ 244
internalization 185
interpersonal perfectionism 48–9, 58
irrational perfectionism 48
Isen, A. M. 346
Jacobs, J. A. 180
James, J. B. 388
JCM (job characteristics model) 213, 214, 215, 221
JDR (job demands-resources) model 214, 216, 221, 350
Jenkins Activity Scale 173
Jenny, G. J. 284–5
Jenny 79–80
job crafting 14, 222, 225–7
Job Crafting Exercise 14
job enrichment initiatives 222
job insecurity 7
Johansen, Robert 235
Johns, G. 215
Johnson, R. W. 144
Johnston, L. 176
Johnstone, A. 176
Judge, T. A. 219
Junk, V. W. 154
Kabat-Zinn, J. 55
Kahn, W. A. 212, 213, 216, 218–19, 220, 288, 289
Flourishing in life, work and careers

Kain, Karen 47
Kanai, A. 50
Karpman, S. 285–7
Kasser, T. 8
Kaufman, Gayle 85
Keene, J. R. 151
Kelley, L. 179
Kelly, E. 125
Kenexa Research Institute 316
Keyes, C. L. M. 3–4, 213, 283, 284
Kiechel, W. 175
Killinger, B. 185
Kim, J. 162
Kim, N. 244–5
King, L. A. 214, 215
Kobasa, S. C. 71
Kossek, E. 130
Kunemund, H. 152
Kuoppala, J. 362

labour market 154, 160–61
Landers, R. M. 176
languishing 283, 284–8
Lapierre, L. M. 389
leadership
and business organization case study 302
and coaching 364, 366–71
developing character 8–9
and meaningful work 219, 223–4, 224–5
and organizational wellness programmes 269–70
and positive emotion 291, 292–3
and protean career orientation 242, 245
and resilience 70, 77, 80,
servant leadership see servant leadership
and stress 359, 361–2, 364–8, 371–2
and success 368–71
and systems approach 359, 361–2, 371–2
transformational 219, 223–4, 242, 319, 335, 342, 343, 362–3
and wellbeing 362–4, 372
and work engagement 317, 319
see also positive manager behaviour
leadership development process 364–8
leadership programmes 195, 196–7, 199–200, 201, 204
‘lean back’ 7
‘lean in’ 7
Leana, C. R. 244
learning orientation 242–3
Lennon, John 252
Liden, R. C. 334, 335
life expectancy 145
‘lifespan approach’ 71
Lincoln, Abraham 272–4
Little, B.R. 27
LMX (leader–member exchange) 349
Loomis, L. S. 153, 155
love 3
Lyubomirsky, S. 5, 10, 283
MAAS (Mindful Attention Awareness Scale) 197–8
McCarthy, C. 11–12
McGarrigle, C. A. 149, 162
MacLeod, D. 317
McMillan, L. H. W. 171
McNamara, Pat 13
McWilliams, A. 344
maintaining character 8–9
Major, D. A. 386
Marchant, D. C. 71
Marks, N. F. 129, 130
Marks, S. 382
Marquardt, M. J. 293
Maslach, C. 317, 319
Maslow, Abraham 48, 107
‘matchers’ 35–6
material resources (work–family enrichment model) 121–2
materialism 7–8
May, D. R. 216, 219, 220–21
Mayer, R. C. 205
Mazmanian, D. 54–5
meaningful work
case study 225–7
defining 211–12
drivers of 218–20
future research directions 224–5
individual and organizational outcomes 220–21
and ‘job crafting’ 222, 225–7
and leadership 219, 223–4, 224–5
measuring 217–18
optimization of 221–4
and organizational culture 219–20
and positive emotions 212–13, 215–16
and positive psychology 210, 212, 213–14, 216, 220–21
and protean career orientation 240
and satisfaction 214–15
theories and frameworks 214–16
and work engagement 215–16, 219, 223, 224–5
‘measurement and accountability’
(leadership development process) 366
measuring your life 17–18
meditation 110
mental energy 11
mental health
and caregiving 148, 154, 158–9
and levels of flourishing 3
and organizational wellness programmes 265–6, 273
and stress 359, 360, 362, 371
and work–family enrichment 126, 127, 131
‘mental toughness’ 70–71, 76
mentoring 247–8
Meuser, J. D. 341
Mia 77–8
mindfulness
and acceptance 194
and autonomous motivation 193, 195, 198, 199–200, 203, 205
and combatting negative emotions 110
and experiential avoidance 194
and organizational wellness programmes 274
and perfectionism 54–5
and performance 193, 194–6, 198–9, 201–2, 203, 204–5
and resilience 76
and stress 193, 195, 196, 197, 204, 361
and wellbeing 193, 194–6, 198, 200–201, 203, 204–5
and work engagement 193, 195–6, 198, 201, 204, 205
Mindfulness Based Stress Reduction 196
mindfulness training study (Australian National University) 193, 195–6
discussion 204–5
effects of interventions 199–202
measures 197–9
methodology 195–6
results 199–203
sample group 199
Mirvis, P. H. 245–6
Mitchelson, J. K. 51
Mitra, A. 162
Mor, S. 47
Morganson, V. J. 386
motherhood
and perfectionism 50–51
and work–family enrichment 127–30, 131
and work–life balance 85, 112
see also gender; parenthood
motivational interviewing 184
Movement Never Lies (autobiography) 47
Muller, J. 385
multiculturalism 162
Murphy, L. R. 180–81
‘mythic success’ 16
National Study on Balancing Work and Caregiving in Canada (2012) 141, 142, 155–60
Naughton, T. J. 173
‘navel-gazing’ 237
Neal, M. B. 144, 151, 154, 155, 162, 385–6
Neck, C. P. 11
needs theory 214
Neff, K. 56
negative emotion
contrast with positive emotion 9, 59
and languishing 284–5
and meaningful work 212–13
and mindfulness 198
and parenthood 102, 109–10, 112–13
and work–life balance 101, 109–10
Flourishing in life, work and careers

NEO-PI-3 (personality questionnaire) 74–5

New York Times 237, 238, 239, 248

Ng, T. W. 173

NHS (National Health Service) 273, 274–5

Nichols, L. S. 154

‘non-judging of experience’ 197, 198

‘non-reactivity to inner experience’ 197, 198

Norcross, J. C. 274

Nuijten, I. 334

O’Brien, K. M. 129

O’Driscoll, M. P. 387

O’Neill, J. R. 16

O’Neill, O. 10

Oates, W. 169

OCBs (organizational citizenship behaviours) 193, 196, 288, 289, 335, 338–9, 341, 343–4, 350

Occupational Health and Safety standards 261

OCPD (obsessive-compulsive personality disorder) 172, 173

OH (Occupational Health) 261, 265–6

Oldham, G. R. 211–12, 213, 215, 217, 220

‘opportunity cost’ of parenthood 111

‘ordinary magic’ view 76

organizational culture/climate and education organization case study 295–6, 297, 299

and meaningfull work 219–20

and positive emotion 291–2, 295–6, 302–3

and workaholism 176, 181–2

‘organization man’ career model 236

organizational commitment 241–2

organizational development 290–95

organizational discontent 6–8

organizational health framework 284, 291, 294

organizational support 12, 125, 348, 364, 366, 387

‘otherish’ behaviour 28, 37–40, 41

OWPs (organizational wellness programmes)

business costs/benefits 262

case study 265–6

employee feedback 270, 271

evaluation of intervention 270–72

heart rate variability measures 267–8, 271

outcome measures 267

results/analysis 268–70

study population 266–7

cost-effectiveness of 262–3

future of 272–4

increase in 261

and mental health 265–6, 273

motivations for 261–2

and productivity 264

return on investment 263–4, 270

and stress 267, 268–9, 273

and work engagement 264

PANAS (Positive and Negative Affect Scale) 198, 200, 202–3

‘paradox of success’ 16

parenthood

challenges of working parenthood 109

and financial security 105–6

fulfilling psychological needs 107–8

and negative emotions 102, 109–10, 112–13

‘opportunity cost’ of 111

and perfectionism 50–51

and reduced meaning in life 110–11, 112–13

rewards of working parenthood 103–4

and role fulfilment 104–5

and wellbeing 102, 103, 105–6, 112

and work–family enrichment 126–35

work–life balance see work–life balance

Parker, P. 247

Parks, K. M. 262, 263, 264

passive coping responses 384–5

paternity leave 85, 86, 129, 130–31

PCI (Perfectionism Cognitions Inventory) 55–6

PCO (protean career orientation)

and adaptability 237–8, 239, 240, 244

antecedents and outcomes of 239–43

building 245–9

and career stages/transitions 243–5
and career success 13–14
and freelancing 237, 238
and ‘internal psychological energy’ 244
and leadership 242, 245
and meaningful work 240
and organizational commitment 241–2
parental influences 251–3, 255–6
personal reflections 249–56
and retirement 244–5
and satisfaction 240, 241, 245
and self-awareness 237–8, 239, 240, 244, 246
and self-direction 236, 239, 240, 241–2, 244, 246, 250–51, 254, 256
and success 236, 239–41, 242, 245, 251, 252, 256
and ‘VUCA’ environments 237, 238, 243, 255
peer coaching 247, 248, 249
‘perfect families’ 174
perfectionism
costs/consequences of 46–8
and genetics 45–6
and growth–oriented mindset 57–8
and health 47–8
and help-seeking 53–4
interpersonal 48–9, 58
management of 45–6, 53–8
and mindfulness 54–5
and motherhood 50–51
motivations/processes of 51–3
and positive emotions 47, 59–60
and promotion of flourishing 53–8
and relationship difficulties 48
and resilience 53, 57, 59
and satisfaction 47, 54
and self-compassion 56–7
and self-criticism 47, 53, 54, 55–6
and self-focus 58, 59
and social comparison 60
socially prescribed 49
and stress 47, 50, 51–3, 54–5, 57, 61
and striving 46
and success 48, 52, 53, 57, 59
and vulnerability of perfectionists 51–4
and work 49–50
and workaholism 50, 52, 172, 180
and work–life balance 54, 58
‘perfectionistic self-presentation’ 49
Perkins, E. 150
‘persecutor’ role 285–7, 288
personal growth 3, 283
‘perspective gap’ 39
Peter 78–9
Peterson, Christopher 29
Petrovich, A. 154
Pew study (2013) 144
Pezzin, L. 144, 153
philanthropy 29–30
physical energy 11
Pines, A. M. 149, 155
Piotrowski, C. 171
‘Planning and Organizing’ (Total Leadership experiment type) 89, 90–91
PLOC (Perceived Locus of Causality) 198, 205
Porath, C. 4, 5
‘portfolio careers’ 237, 246
positive emotion
contrast with negative emotion 9, 59
and happiness 283
importance of 9–10
and leadership 291, 292–3
and meaningful work 212–13, 215–16
and organizational culture/climate 291–2, 295–6, 302–3
and perfectionism 47, 59–60
and resilience 6
and servant leadership 346
and success 281–2, 283–4, 288, 289–90, 303
and thriving 287
and wellbeing 6, 102, 282–3, 284
and work engagement 288–90
and work–life balance 101, 103, 106–7
see also positive psychology
positive manager behaviour assessment for selection/promotion 330
changing behaviour 327
future research 330
identifying strengths and development needs 322–6
learning and development programmes 328, 331
management behaviour framework 319–22, 328, 329, 330–31
performance management/appraisal 328
seeking feedback 327, 328, 330–31
and wellbeing 319–20, 328, 330–31
and work engagement 317, 319–22, 327–31
positive organizational approach 4, 9
positive psychology influence of 281
and meaningful work 210, 212, 213–14, 216, 220–21
and success 281–2, 289–90
and workaholism 185–6
and work engagement 288–90
and work–family enrichment 377, 382
see also positive emotion
positive psychotherapy 185–6
positive relationships 3, 283
Powell, G. N. 120–22, 383
‘practice’ (leadership development process) 365
preventive coping strategies 386
primary prevention 181
priorities 97–8
proactive personality traits 242–3
problem-focused coping responses 384–5, 386
Prochaska, J. O. 274
‘professional envy’ 250
‘programmed learning’ (action learning component) 293
Prokos, A. H. 151
prosociality 27–8
opportunities/challenges of 28–35
and ‘otherish’ behaviour 28, 37–40, 41
prosocial teams 40
and reciprocity 35–6
resolving dilemmas 40–41
and selfishness/selflessness 28, 36–7
and success 31–5
and wellbeing 29–31
Pruchno, R. A. 153
psychological and physical resources (work–family enrichment model) 121–2
psychological needs, fulfilling 107–8, 340–41
‘psychological presence’ 288
psychological wellbeing model (Ryff and Keyes) 3–4
Psychological Well-Being Scale 198
psychosocial stressors 359–60
‘Public Health Responsibility Deal’ 263, 265
purpose in life 3, 283
purposefulness (personal resilience resource) 68–9
QOLT (quality of life therapy) 185, 186
Quick, J. C. 244
Ramazzini, Bernardo 261
‘rat race’ 176, 252
rational-emotive imagery 183
Rayton, B. 315
RBS (Reflected Best Self-portrait) 5
REBT (rational emotive behaviour therapy) 182–4
reciprocity 35–6, 346–7, 350
‘reciprocity style’ 35–6
recovery 14–16
reduced meaning in life 110–11, 112–13
‘reflection’ (action learning component) 293
‘Rejuvenating and Restoring’ (Total Leadership experiment type) 89, 91, 92
relatedness 340, 341, 345
Remennick, L. I. 152–3
reputation 32
‘rescuer’ role 285–7, 288
resilience 6, 68
and adversity 69–70
case study illustrations 76–80
and confidence 68–9, 71, 73, 74–5, 77–8, 79–80
Index

developing 67–8, 75–6, 81
development of 69–72
‘fixed trait’ view 67
and hardness 70–71, 76
‘lifespan approach’ 71
measuring 72, 74
and ‘mental toughness’ 70–71, 76
and perfectionism 53, 57, 59
and personality characteristics 72–5, 77
personal resilience resources 68–9, 75–6
and positive emotions 6
and positive pressure 67
and self-efficacy 6, 80
and self-regulation 70
and stress 70, 72, 74, 75, 76, 77, 79
and success 75–6
taking stock 72–5
and uncertainty 72, 78–9
work/career benefits 76–80
retirement 244–5
Revans, R. W. 293
‘Revealing and Engaging’ (Total Leadership experiment type) 89, 91, 92–3
‘reverse mentoring’ 248
Rich, B. L. 289
Rifkin, Adam 38
Riley, L. 152
Ritchie, Bonner 253, 254
‘Road Map to High Performance’ 295, 296, 302
Robbins, A. S. 50, 170–71, 172, 173, 175
Robertson, I. 317
Robertson, J. L. 343
Robinson, B. 175, 179
Robinson, M. M. 154
Rogers, Carl 48
ROI (return on investment) 263–4, 270
role accumulation perspective 120
role scarcity model 120
role theory 347–9, 350, 383–4
Rosso, B. 210, 212, 219
Rothman, S. 219
Rubin, R. 144, 151
Rupp, M. T. 219–20
Russell, R. F. 346–7
Ryan, R. M. 213
Ryff, C. D. 3–4, 49, 213, 283
sabbaticals 13
Saks, A. M. 224
Sandberg, S. 7
‘sandwich generation’ 7
and baby boom 145, 146, 147, 161
benefits of being ‘sandwiched’ 155
and coping strategies 386
defining 141
future research directions 161–3
and gender 154–5, 159–60
impact on labour market 154, 160–61
literature review 147–55
National Study on Balancing Work and Caregiving in Canada (2012) 141, 142, 155–60
prevalence of 143–7, 156
research challenges 142–3
time demands 157–8
Sargent, L. D. 243–4, 245
satisfaction
and business organization case study 301–2
and meaningful work 214–15
and perfectionism 47, 54
and protean career orientation 240, 241, 245
and servant leadership 336, 350
and status 108
and Total Leadership program 88, 97
and work–family facilitation 382–3
‘savouring’ 9, 12, 106, 112
Schaufeli, W. B. 178, 288–9
Schneider, B. 291, 295
Schoorman, F. D. 205
Schreurs, P. I. G. 10
Schulte, B. 7
Schwartz, T. 11–12
Schwarzenegger, Arnold 57
secondary prevention 181
seeking feedback 327, 328, 330–31
SEI (Standard of Excellence Index) 388
self-acceptance 3, 283
self-actualization 48, 345, 350
self-awareness 237–8, 239, 240, 244, 246
self-compassion 56–7
self-complexity 104
self-criticism 47, 53, 54, 55–6
self-direction 236, 239, 240, 241–2, 244, 246, 250–51, 254, 256
self-efficacy
and meaningful work 225
and mindfulness 205
and perfectionism 58
and protean career orientation 242
and recovery 15
and resilience 6, 80
and work–family enrichment 134–5
and work–life balance 107
self-esteem 103, 108, 175, 179, 182, 195
self-focus 58, 59
selfishness 28, 36–7
selflessness 28, 36–7
self-oriented perfectionism 50
self-regulation 70
self-reward process 59
self-worth 52
Seligman, M. E. P. 213
‘s’ serial caregiving’ 162
servant leadership
and corporate social responsibility 342–3, 344
and emotional exhaustion 349–50
increasing research into 334–5
and organizational citizenship
behaviours 335, 338–9, 341, 343–4, 350
and positive emotion 346
positive outcomes 335–6, 344, 350–51
reciprocity from followers 346–7, 350
and reduced organizational
profitability 344
and role ambiguity 348–9, 350
and role conflict 348, 350
and role overload 349, 350
and satisfaction 336, 350
and self-actualization/personal
growth 345, 350
and stress 336, 337–8, 347–8, 349, 351–2
and wellbeing 334–5, 336
altruistic follower behaviour 338–9
leader wellbeing 345–50
organization/community wellbeing
342–4
psychological strain 341–2
psychological wellbeing 339–41
work–life balance 336–8, 347–8, 350–51
SES (socioeconomic status) 108, 110–11, 112–13
shame-attacking exercises 183
Shamir, B. 219
‘shape shifting’ 237
Sheldon, K. M. 10
Shepard, H. A. 248–9
Shimazu, A. 178
Short, M. M. 54–5
Siegel, D. 344
SIEs (self-initiated expatriates) 244
‘sincerity screening’ 38
Singer, B. 283
‘situational leadership’ theory 366–7
Skakon, J. 363
‘skill/will’ model 367
‘skills and capabilities’ stage
(leadership development process) 364, 365
skills and perspectives (work–family
enrichment model) 121–2
social exchange theory 346
social learning theory 346
social media 32, 60, 274
social support (personal resilience
resource) 68–9, 71, 103, 107, 123–4, 381
social-capital resources (work–family
enrichment model) 121–2
socially prescribed perfectionism 49
Soens, N. 241
SOHQ (School Organizational Health
Questionnaire) 294–5, 297
Sonntentag, S. 15
Spector, P. E. 389
Spence, J. T. 50, 170–71, 172, 173, 175
Spillman, B. 144, 153
‘spillover’ effects 90, 94, 104, 106, 119, 123, 129, 378–9
spiritual energy 11
Spreitzer, G. M. 4–5, 217
‘sprinkling’ 37, 38
status 108, 110–11, 112–13
Index

Steelman, A. A. 262, 263, 264
Steger, M. F. 210, 212, 216, 217, 218, 220, 225
Sting 248
Stoller, E. 147
Stone, A. G. 346–7
strain-based interference 379–80
stress
and absenteeism 316, 360
and caregiving 154, 158–9
and coaching 364, 366–8
and education organization case study 297
and health 360, 362
and importance of positive emotions 9
and individual discontent 7
and languishing 285
and leadership 359, 361–2, 364–8, 371–2
and mental health 359, 360, 362, 371
and mindfulness 193, 195, 196, 197, 204, 361
and organizational wellness programmes 267, 268–9, 273
and perfectionism 47, 50, 51–3, 54–5, 57, 61
primary prevention strategies 361
and psychosocial stressors 359–60
and recovery 15
and resilience 70, 72, 74, 75, 76, 77, 79
responding to 360–61
and servant leadership 336, 337–8, 347–8, 349, 351–2
systems approach 359, 361–2, 371–2
and wellbeing 362–3
and workaholism 177, 178, 182
and work–family conflict 379, 380, 381, 385
Stress Release Programme 196
striving 46
Su, J. 215, 216, 217–18
substantive–symbolic distinction 343, 344
success
and happiness 283
and leadership 368–71
measuring 368–71
‘paradox of’ 16
and perfectionism 48, 52, 53, 57, 59
and positive emotion 281–2, 283–4, 288, 289–90, 303
and positive psychology 281–2, 289–90
and prosociality 31–5
and protean career orientation 236, 239–41, 242, 245, 251, 252, 256
and resilience 75–6
and work engagement 289–90
‘superwoman squeeze’ 147
sustaining energy 10–12
SWLS (Satisfaction with Life Scale) 198, 200, 201
systems approach 359, 361–2, 371–2
‘takers’ 35–6
Taris, T. W. 10
task significance 218–19
team morale 290
technology
and organizational wellness programmes 271, 273
and workaholism 177
and work–family conflict 378, 379, 388
and work–family enrichment 134
and work–life balance 388–9
The New Dad: Caring, Committed, and Conflicted (2011) 85–6
‘The Road Not Taken’ (poem) 254
thriving 4–5, 287
time bind’ 101
time management 26, 41
time-based interference 379
‘Time-shifting and Re–placing’ (Total Leadership experiment type) 89, 93
Tims, M. 222
Total Leadership program 86–7
assets and liabilities 94–7
change inhibitors 94–6
creating change 96
experiment types 88–94
impact of 97–8
incremental change 98
methodology of 87–8
wellbeing
and education organization case study 297
fulfilling psychological needs 107–8
and gratitude 105–6
and leadership 362–4, 372
and meaningful work 212–14
and mindfulness 193, 194–6, 198,
200–201, 203, 204–5
and parenthood 102, 103, 105–6, 112
and positive emotion 6, 102, 282–3,
284
and positive manager behaviour 319–20, 328, 330–31
and prosociality 29–31
and servant leadership 334–5, 336
altruistic follower behaviour 338–9
leader wellbeing 345–50
organization/community wellbeing 342–4
and psychological strain 341–2
psychological wellbeing 339–41
work–life balance 336–8, 347–8,
350–51
and stress 362–3
and Total Leadership program 97
and work engagement 282, 316–17,
318
see also OWPs (organizational wellness programmes)

WFC (work–family conflict)
coping strategies 384–6
defining 120, 377
and gender 380–81
increase in 378–9
and negative emotions 109–10
organizational responses 378, 387–8
and ‘savouring’ 12
and servant leadership 347–8
and social support 381
and ‘spillover’ effects 378–9
and stress 379, 380, 381, 385
and technology 378, 379, 388
types of 379–80
and work–family enrichment 119,
120, 124–5, 127
WFE (work–family enrichment)
antecedents and consequences of 124–6
bidirectional nature of 119, 122
Index

defining 119, 120–22
employee-level interventions 133–4
and flexible working arrangements 125, 128, 129, 130–33
and gender 119, 127–30
life stage variables 119, 126–30, 135
organizational interventions 119, 131–4
policy-level interventions 130–31
and positive psychology 377, 382
and psychological characteristics 125
and role identity 125–6, 133
and technology 134
and work engagement 125, 129, 132
and work–family conflict 119, 120, 124–5, 127
and work–family facilitation 123, 124
and work–family positive spillover 123, 124
WFF (work–family facilitation) 123, 124, 377, 381–3
WFI (work-to-family interference) 379–81
WFPS (work–family positive spillover) 123, 124
White-Means, S. 144, 151
Wiener, J. M. 144
Williams, C. 143–4, 154
winner's triangle 287
‘winner-takes-all’ reward system 176
Woodworth, Warner 253
work, defining 3
work engagement defining 288–9, 315
and education organization case study 297
importance of 315–16
and leadership 317, 319
and meaningful work 215–16, 219, 223, 224–5
and mindfulness 193, 195–6, 198, 201, 204, 205
and organizational wellness programmes 264
and positive emotion 288–90
and positive manager behaviour 317, 319–22, 327–31
and positive psychology 288–90
and success 289–90
and wellbeing 282, 316–17, 318
and work–family enrichment 125, 129, 132
work enjoyment (facet of workaholism) 170–71, 175
Work Foundation for the Good Work Commission 264
work involvement (facet of workaholism) 170–71
workaholism as addiction 171–2, 175, 180–81, 186
antecedents of 172–6
biological factors 175
cognitive factors 174–5
consequences of 177–80, 186–7
defining 169, 170–71
environmental factors 173–4, 181–2
and health 171–2, 177–80
and job characteristics 177
managing 180–86, 187
and obsessive-compulsive personality traits 172, 173
and organizational culture/climate 176, 181–2
organizational impacts 179–80
and perfectionism 50, 52, 172, 180
and personality traits 172–3, 182
preventative approaches 180–82, 187
relationship impacts 179
research into 169–70
and stress 177, 178, 182
as syndrome 171
and technology 177
treatment strategies 182–6, 187
and work–life balance 171–2, 176, 178, 180, 181
work–family interaction 103, 104, 109, 112
work–life balance challenges of working parenthood 109
concept/measurement of ‘balance’ 383–4
cultural differences 389
defining 100–101, 337, 377
dual-career couples 85
eldercare see eldercare
and fatherhood 85–99
and financial security 105–6
and flexible working arrangements 387
fulfilling psychological needs 107–8
future research directions 388–90
and gender 112
and happiness 101, 103–12
and imbalance 100–101
and individual discontent 7
life stage variables 101, 389–90
and motherhood 85
and negative emotions 101, 109–10
organizational responses 387–8
and perfectionism 54, 58
and positive emotions 101, 103, 106–7
and reduced meaning in life 110–11, 112–13
rewards of working parenthood 103–4
and role fulfilment 104–5
role of organizations 12
and ‘savouring’ 12, 106
and servant leadership 336–8, 347–8, 350–51
‘spillover’ effects 90, 94, 104, 106
and technology 388–9
and workaholism 171–2, 176, 178, 180, 181
work–family conflict see WFC
work–family enrichment see WFE
and work–family interaction 103, 104, 109, 112
Workplace Wellness Alliance 262
work–role fit 219
World Economic Forum 262
Wrzesniewski, A. 221, 222
Yang, L.–Q. 389
Zhang, Y. 152
Zickar, M. J. 171