

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
- Behson, S. J. 385
- 'being orientation' 55
- Berg, J. M. 14, 212
- Bergeron, D. M. 344
- Beutell, N. J. 347, 377, 379

- 'Big 5' personality traits 173
 Biglan, A. 194
 Birch, A.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' 30–331
 competence
 and financial security 105
 and gender 112
 and meaningful work 213, 214–15, 223
 and mindfulness 198
 as psychological wellbeing

- dimension 3, 4, 107, 108, 339–40, 341, 345
- and resilience 6
- confidence 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
- energy 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

- 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
- Flynn, 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

- 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

- 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
 ‘managing for sustainable employee engagement’ framework 319–22, 328, 329, 330–31
 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 wellbeing 212–14
- 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 of the Changing Workforce (2008) 85
- 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

- 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 meaningful 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
- defining 236
- 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 ‘values-driven’ approach 236, 239, 240, 241–2, 243–4, 246, 249–50, 253–4, 255–6
 - 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 pressure 67
- 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

- developing 67–8, 75–6, 81
- development of 69–72
- ‘fixed trait’ view 67
- and hardiness 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
- SDT (self-determination theory) 214–15, 223, 339–40, 345
- 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
- ‘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
- Sonnentag, 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

- 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
- Superdads: How Fathers Balance Work and Family in the 21st Century* (book) 85
- ‘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

- and prioritizing 97–8
- and satisfaction 88, 97
- stakeholder support 95, 96
- and wellbeing 97
- Towers Watson Global Workforce Study (2012) 315, 316
- ‘Tracking and Reflecting’ (Total Leadership experiment type) 89, 90
- transformational leadership 219, 223–4, 242, 319, 335, 342, 343, 362–3
- transgressions 8
- Tronzo, C. L. 173
- ‘Type A’ personality traits 173, 175

- Uchino, B. N. 9
- uncertainty 53, 72, 78–9
- unemployment 103, 131, 243–4, 245–6
- upward feedback 327, 328, 331
- UWES (Utrecht Work Engagement Scale) 198, 200

- vacations 13, 15, 18
- ‘values-driven’ approach 236, 239, 240, 241–2, 243–4, 246, 249–50, 253–4, 255–6
- Van Beek, I. 178
- Van den Broeck, A. 214
- Van Dierendonck, D. 334, 345, 346
- Van Steenbergen, E. 129, 133
- Veroff, J. 9
- ‘victim’ role 285–7, 288
- Vodanovich, S. J. 171
- VUCA (volatile, uncertain, complex, and ambiguous) environments 235, 236, 237, 238, 243, 255, 316

- WA (Workaholics Anonymous) 184
- Wachovia Bank 12
- Waldman, D. A. 342
- WAMI (Work and Meaning Inventory) 217
- Wang, L. 245, 254–6
- Warr, P. B. 213
- Waters, L. 244, 246, 249–51
- Wayne, J. H. 125–6, 129, 133
- WCQ (Work Climate Questionnaire) 198, 200

- 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

- 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 drive (facet of workaholism) 170–71, 172–3, 175, 180
- 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
 - and 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