

Contents

Series Foreword	ix
Acknowledgments	xiii
About the Contributors	xv
PART I: INTRODUCTION	
1 Positive Relationships at Work: An Introduction and Invitation <i>Belle Rose Ragins and Jane E. Dutton</i>	3
PART II: POSITIVE RELATIONSHIPS: INDIVIDUALS AND DYADS	
2 From Proving to Becoming: How Positive Relationships Create a Context for Self-Discovery and Self-Actualization <i>Laura Morgan Roberts</i>	29

- | | | |
|---|--|-----|
| 3 | Bodily Insights: Three Lenses on Positive Organizational Relationships
<i>Emily D. Heaphy</i> | 47 |
| 4 | Energizing Others in Work Connections
<i>Ryan W. Quinn</i> | 73 |
| 5 | Positive Relationships in Action: Relational Mentoring and Mentoring Schemas in the Workplace
<i>Belle Rose Ragins and Amy Klemm Verbos</i> | 91 |
| 6 | Rebuilding Trust and Restoring Positive Relationships: A Commitment-Based View of Trust
<i>Michael G. Pratt and Kurt T. Dirks</i> | 117 |
| 7 | The Engines of Positive Relationships Across Difference: Conflict and Learning
<i>Martin N. Davidson and Erika Hayes James</i> | 137 |
| 8 | Positive Organizational Justice: From Fair to Fairer—and Beyond
<i>Jerald Greenberg</i> | 159 |
| 9 | Commentary: Finding Connections at the Individual/Dyadic Level
<i>Steve Duck</i> | 179 |

**PART III: POSITIVE RELATIONSHIPS:
GROUPS AND COMMUNITIES**

- | | | |
|----|--|-----|
| 10 | Meaningful Connections: Positive Relationships and Attachments at Work
<i>William A. Kahn</i> | 189 |
| 11 | A Contingency Perspective on Developmental Networks
<i>Monica Higgins</i> | 207 |
| 12 | Structural Balance in Teams
<i>Deborah Ancona and William Isaacs</i> | 225 |
| 13 | Positive Relationships and Cultivating Community
<i>Ruth Blatt and Carl T. Camden</i> | 243 |

14	History, Structure, and Practices: San Pedro Longshoremens in the Face of Change <i>Kathleen L. McGinn</i>	265
15	Commentary: Positive Relationships in Groups and Communities <i>William A. Kahn</i>	277
PART IV: POSITIVE RELATIONSHIPS: ORGANIZATIONS AND ORGANIZING		
16	Creating and Sustaining Positive Organizational Relationships: A Cultural Perspective <i>Karen Golden-Biddle, Kathy GermAnn, Trish Reay, and Gladys Procyshen</i>	289
17	My Family, My Firm: How Familial Relationships Function as Endogenous Organizational Resources <i>Mary Ann Glynn and Kryisia Wrobel</i>	307
18	Enabling Positive Social Capital in Organizations <i>Wayne Baker and Jane E. Dutton</i>	325
19	Leadership, Power, and Positive Relationships <i>Joyce K. Fletcher</i>	347
20	Commentary: Following the Resources in Positive Organizational Relationships <i>Denise M. Rousseau and Kimberly Ling</i>	373
PART V: CONCLUSION		
21	Moving Forward: Positive Relationships at Work as a Research Frontier <i>Jane E. Dutton and Belle Rose Ragins</i>	387
	Author Index	401
	Subject Index	415