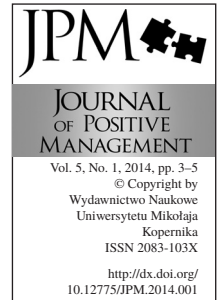


# THE 2<sup>nd</sup> INTERNATIONAL CONFERENCE ON POSITIVE ORGANIZATIONAL POTENTIAL

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The 2<sup>nd</sup> International Conference on Positive Organizational Potential Management was held on 27–29 November 2013 in Toruń, Poland. The aim of the conference was to present, analyze and discuss Positive Organizational Potential as the emerging concept of managing ‘soft’ resources within international academia. Moreover, the conference became the platform for the dissemination of research findings and for the exchange of lessons concerning the Positive Organizational Scholarship. The conference was organized by the Department of General Management, the Faculty of Economic Sciences and Management, Nicolaus Copernicus University, Toruń, Poland under patronage of the Committee on Organizational and Management Sciences of the Polish Academy of Sciences and the Center for Positive Organizations, Ann Arbor, Michigan, USA.

The conference was aimed at creating the synergy between management theory and business practice. Therefore, the conference program included three paper sessions, a discussion panel focused on positive management in companies operating in Poland and workshops on positive business relationships in cross-cultural environment. The conference participants represented universities and research centers from Poland, France, Spain, the Netherlands, Australia and South Africa. Moreover, the honorable members of the Committee on Organizational and Management Sciences of the Polish Academy of Sciences participated in the first day of the conference. Certainly, the conference gathered the representatives of companies oriented to positive management.

The first paper session was focused on the findings from the research project on strategic management of the key areas of Positive Organizational Potential including their determinants, solutions and models recommended for companies operating in Poland. The project was funded by the National Science Center research grant (decision number DEC-2011/01/B/HS4/00835). The research outcomes presented by Prof. Rafał Haffer, Ph.D. and Prof. Aldona Glińska-Neweś,

Ph.D. (both Nicolaus Copernicus University, Poland) provided the foundation for further discussions on the increasing role of positive approach to management which was conducted by Prof. Marek Jacek Stankiewicz, Ph.D.

The second paper session entitled “Systems Shaping Positive Organizational Potential” included five presentations. Prof. Lidia Białoń, Ph.D. (Warsaw Management Academy, Poland) discussed the process of shaping potential for innovative economy. The paper presented by Prof. Jan Jeżak, Ph.D. (the University of Łódź, Poland) was focused on corporate governance as a research field of growing interest in management studies. Anna Mazurkiewicz, Ph.D. (the University of Rzeszów, Poland) studied talent management as an emerging paradigm in management studies. Piotr Walentynowicz, Ph.D. (the University of Gdańsk, Poland) analyzed the lean organizational culture as an example of a positive culture. Moreover, he proposed a tool to measure an organizational culture. Izabela Marzec, Ph.D. (the University of Economics in Katowice, Poland) presented the findings of empirical research on employee empowerment and employee commitment in public sector organizations.

The third paper session was devoted to „Positive Management in Different Perspectives”. Prof. Przemysław Zbierowski, Ph.D. (the University of Economics in Katowice, Poland) outlined the integrated concept and discussed the measurement of organizational positivity. Prof. David Naranjo-Gil, Ph.D. (Pablo de Olavide University, Spain) in a co-authored paper discussing trust in superiors and dysfunctional employee behaviors presented the outcomes of an experimental study on budgetary slack. Prof. Marius Stander, Ph.D. (North-West University, South Africa) studied the influence of leadership empowerment behavior (positive management) on psychological empowerment, work engagement and employee turnover intention. Prof. Dominique Peyrat-Guillard, Ph.D. (the University of Angers, France) and Prof. Aldona Glińska-Neweś, Ph.D. (Nicolaus Copernicus University, Poland) analyzed the links between positive relationships at work and organizational citizenship behaviors. Prof. Catherine Deffains-Crapsky, Ph.D. (the University of Angers, France) and Prof. Agata Sudolska, Ph.D. (Nicolaus Copernicus University, Poland) discussed the potential of crowdfunding to finance radical innovations. Henk van den Berg, Ph.D. (Rotterdam University of Applied Sciences, the Netherlands) explored the theoretical assumptions of using scenario analysis as a tool of the country risk assessment.

The discussion in the panel on positive management in business practice was triggered by four case studies analyzed within the frame of the research project on strategic management of the Positive Organizational Potential key areas. All the cases were presented from two perspectives: a theoretical one – by a researcher from the Nicolaus Copernicus University and a practical one – by a manager from a company under the study. Prof. Rafał Haffer, Ph.D. and Konrad Adamski, the Director of Development and Organization Department, NEUCA

SA analyzed the increase in employee satisfaction and engagement as a result of Positive Organizational Potential. Magdalena Kalinska, Ph.D. and Paweł Kaliński, Managing Director, Visscher-Caravelle Poland Sp. z o.o. discussed the role of leadership in creating positive organizational changes. Andrzej Lis, Ph.D. and Anna Kostrzewska HR Business Partner, Frauenthal Automotive Toruń Sp. z o.o. compared and contrasted the desired (ideal) states of Positive Organizational Potential described by the experts participating in the Delphi panel with the real life of business in order to identify some best practices. Monika Chodorek, Ph.D. and Tomasz Modzelewski, Ph.D., CEO, Zelmer Market Sp. z o.o. analyzed the challenges in talent management in ZELMER S.A. The practical part of the conference was crowned by the workshops on positive business relationships in cross-cultural environment conducted by Pieter van Nispen (Rotterdam University of Applied Sciences, the Netherlands).

Besides the interesting and valuable papers and presentations, the added value created by the conference was the atmosphere during sessions and the positive feedback from the academia including the honorable members of the Committee on Organizational and Management Sciences of the Polish Academy of Sciences. In order to disseminate the research findings and ideas presented at the conference, the submitted and positively reviewed papers will be published in „Journal of Positive Management”.