

Positively *deviant* Leadership.

Rob Baker, Tailored Thinking
8 May 2026

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Slides + References + Resources

Thanks for downloading the slides.

The following pages include presentation slides, references and resources from my presentation at the BA Manager's Forum.

If you have any questions, or want to find out more, just get in touch:

rob@tailoredthinking.co.uk

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Have a wonderful day.

Rob



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Make work better.
Make better work.

Positive Leadership Leading in a roundabout way

[Autonomy Supportive Leadership](#)

[Leading in a roundabout way article](#)

PERMA / Models of wellbeing

[5 minute video of Martin Seligman introducing PERMA](#)

[Happiness isn't the absence of negative emotions - Harvard](#)

[Business Review](#)

[PERMA Workplace Survey](#)

[Microsoft Thriving Survey](#)

Personalization & Job Crafting

[Turn the job you have into the job you want.](#) Harvard Business Review.

[Want to be Happier at Work? Learn how from these "Job Crafters."](#)

[FastCompany.com](#)

[Job Crafting - Amy Wrzesniewski on creating meaning in your own work](#) – Video from presentation at Google's 2014 Re:Work seminar series

[Personalization at Work](#) by Rob Baker



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Hello.

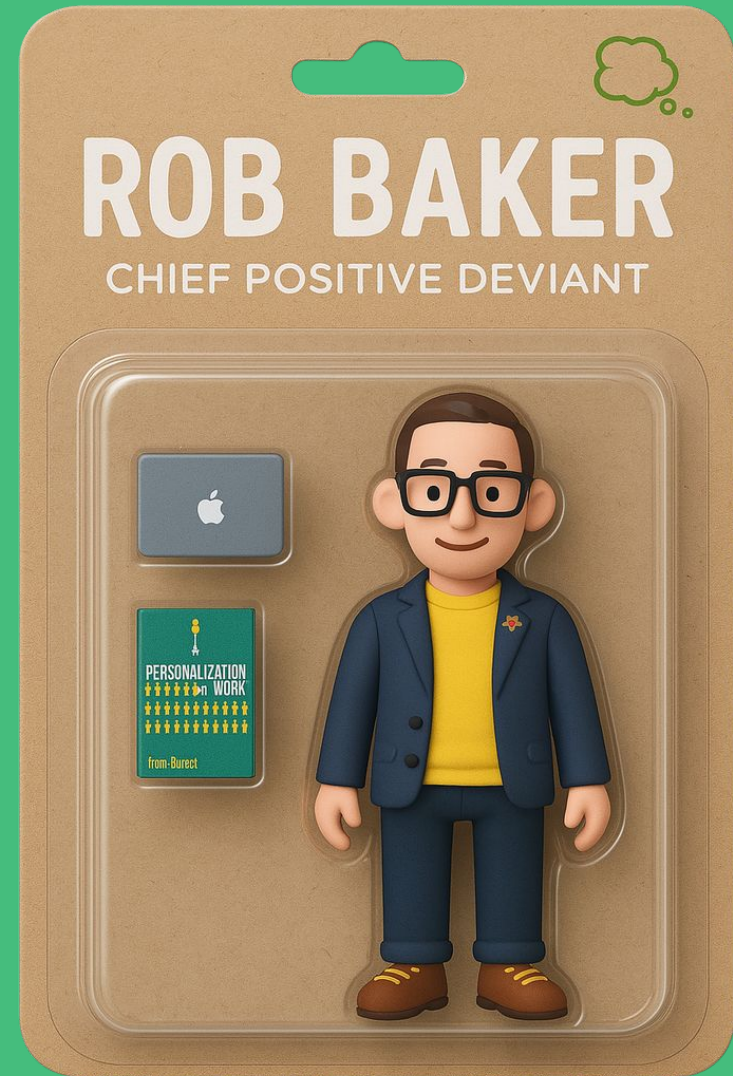


Let's connect...



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HR Most Influential

Make
work
better

Make better work

HR Consultancy of the year

Winner

CIPD
People Management
Awards 2020



Finalist

Certified



Corporation



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I MATTER

FEEL VALUED

People feel noticed,
respected and
appreciated as a person.



**MY WORK
MATTERS**

ADDING VALUE

People feel that their
work makes a
meaningful difference.

Think of a positive /
awful leader you've
had or worked with.

What made them so
positive/awful?

Our plan.

1. Leading in a positive way
2. Wellbeing for performance
3. The power of personalising our work

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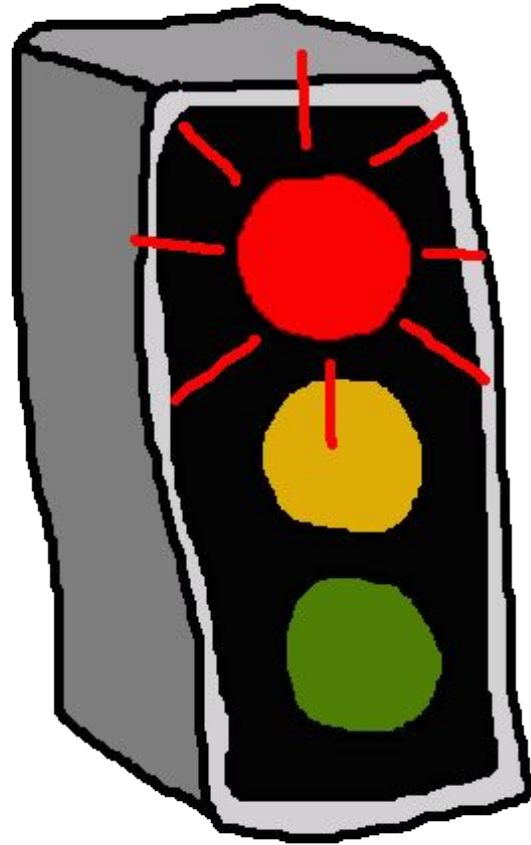
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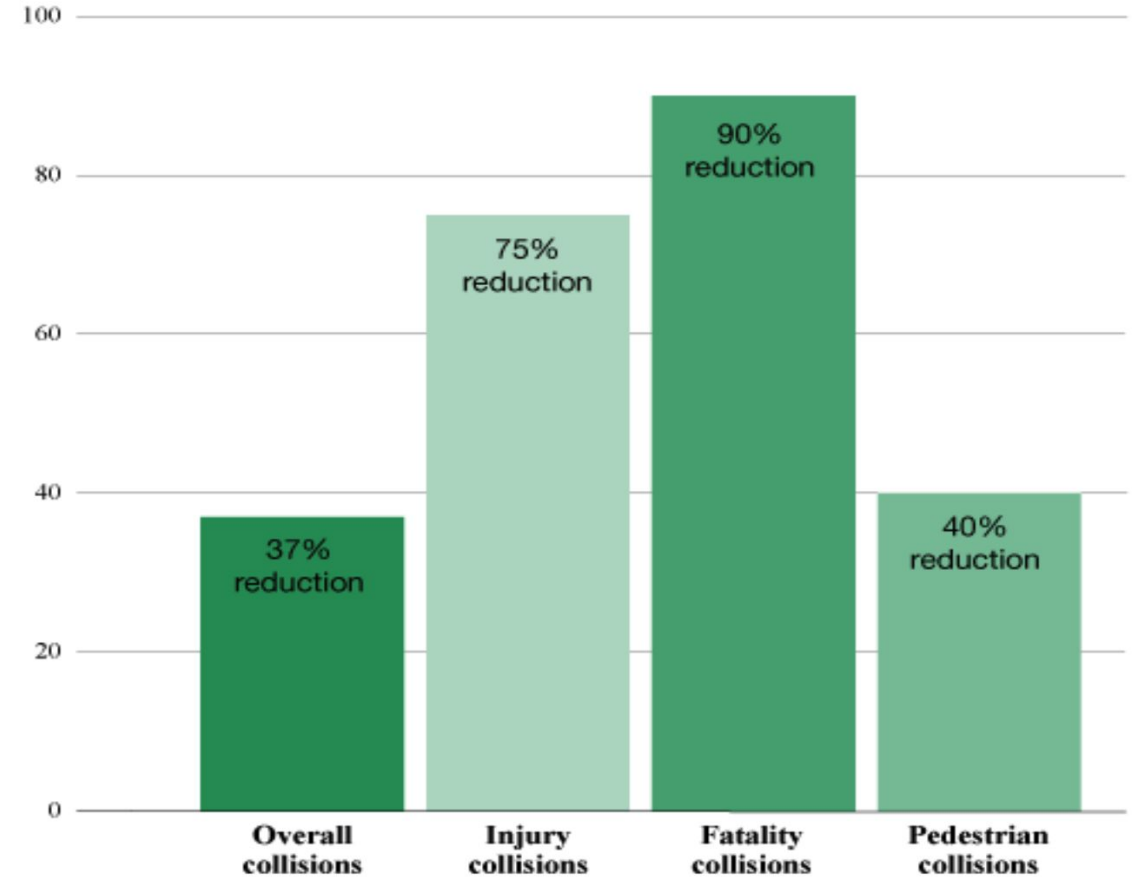
Which is safer?





Reduction in collisions

percent



Source: Federal Highway Administration and Insurance Institute for Highway Safety (FHWA and IHS)


*Federal Highway Administration and
Insurance Institute for Highway Safety*



“Leader autonomous support is the key to unlocking a production and satisfied workforce”


BUSINESS & ECONOMICS

Want to lead self-motivated employees?



The right leadership style is key to fostering self-motivated employees and workplace well-being

By [Dr Gavin R. Slemp](#) and [Lara H. Mossman](#), University of Melbourne



	Autonomy-supportive leadership	Controlling leadership
Belief	People thrive with ownership and choice.	People need pressure and control
Role	Guide, support, create and remove barriers.	Direct, monitor, punish and correct behaviour.
Decisions	Invite input and offer meaningful choice.	Decide alone and expect compliance.
Comms	Explain the why behind the work.	Give instructions and stress consequences.
Goals	Connect goals to meaning and ownership.	Impose goals and pressure delivery.

PEOPLE OVER PROCESS



Only at Netflix.
jobs.netflix.com



“You get better outcomes when employees have the information and freedom to make decisions for themselves.”



Tips & Questions

- Offer choice with clear boundaries
- Explain the why
- Listen before giving direction

Question to ask yourself:

- Do I need to take a “roundabout” or “traffic light approach?”

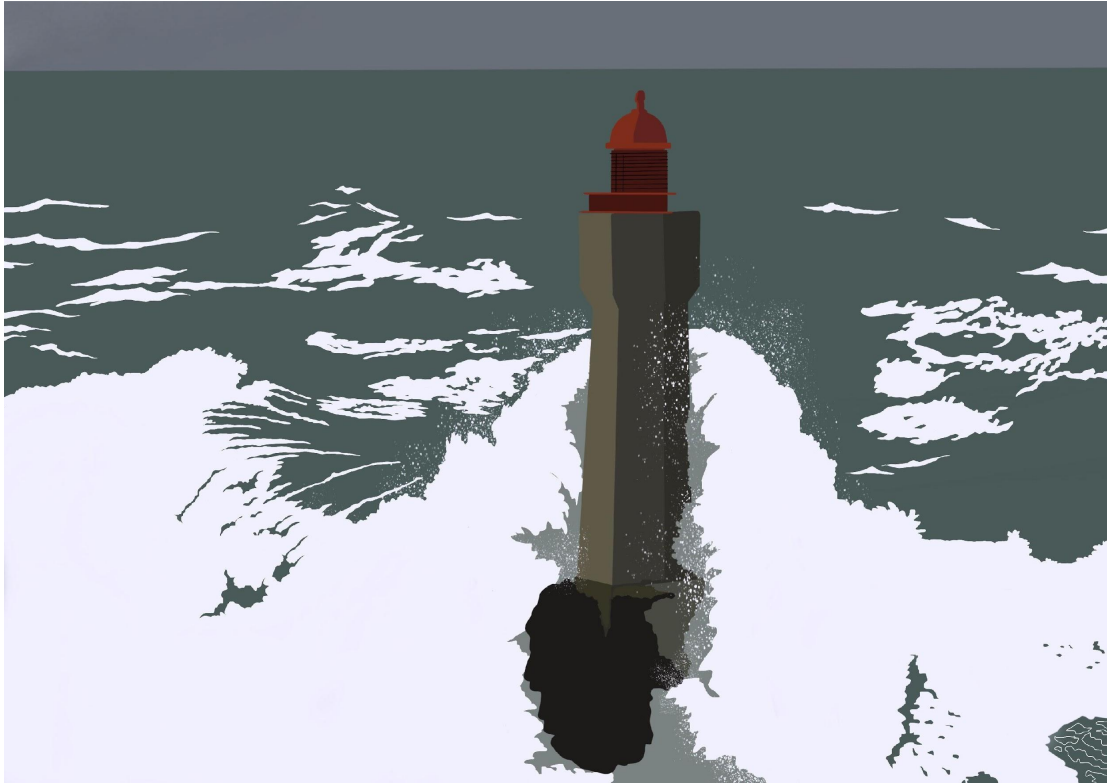
Our plan.

1. Leading in a roundabout way
- 2. Wellbeing for performance**
3. The power of personalising our work

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Make better work.

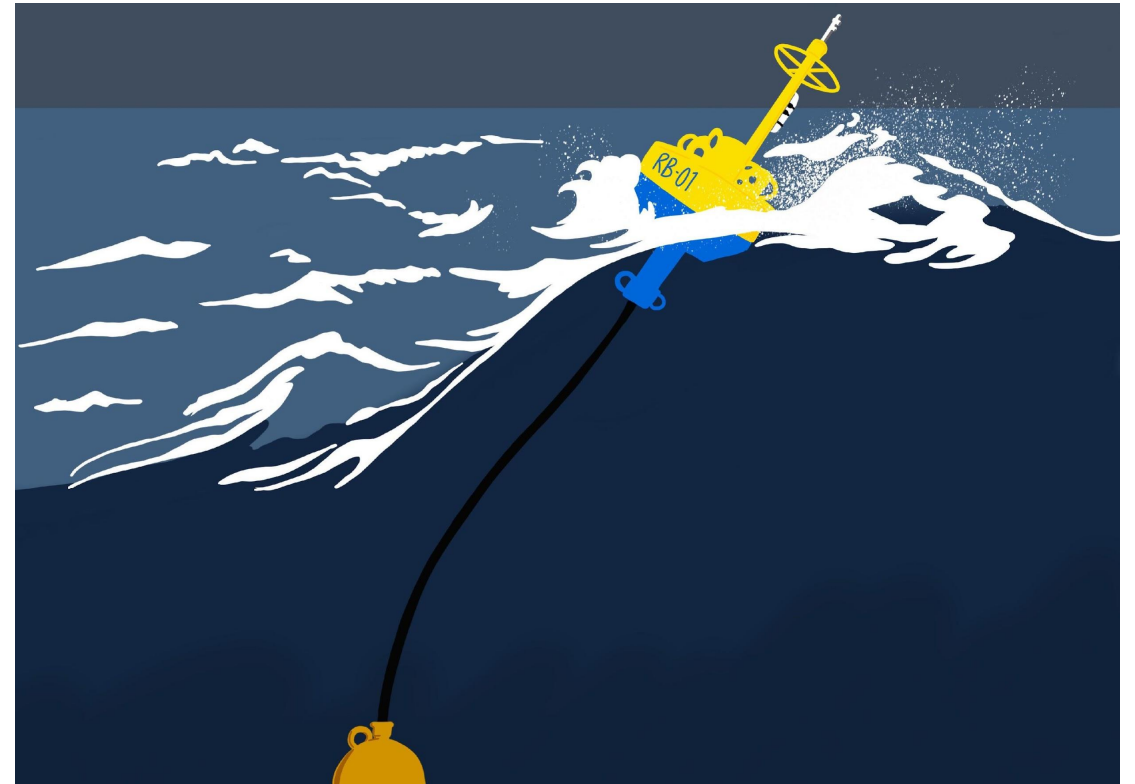
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Buoyant
wellbeing =
Performing well
and feeling good.



Lighthouse Thinking

Make work better.
Make better work.



Buoyant Wellbeing

PERMA



**POSITIVE
EMOTIONS**



ENGAGEMENT



RELATIONSHIPS



MEANING



ACCOMPLISHMENT

Seligman, 2011

Make work better.
Maker better work.
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Active Destructive

Quash event

Belittle it

Dismiss it

Active Constructive

Enthusiastic

Ask for details

Warmth

Passive Destructive

Ignore

Change focus to

something else

Passive Constructive

Quiet interest

Low energy

support



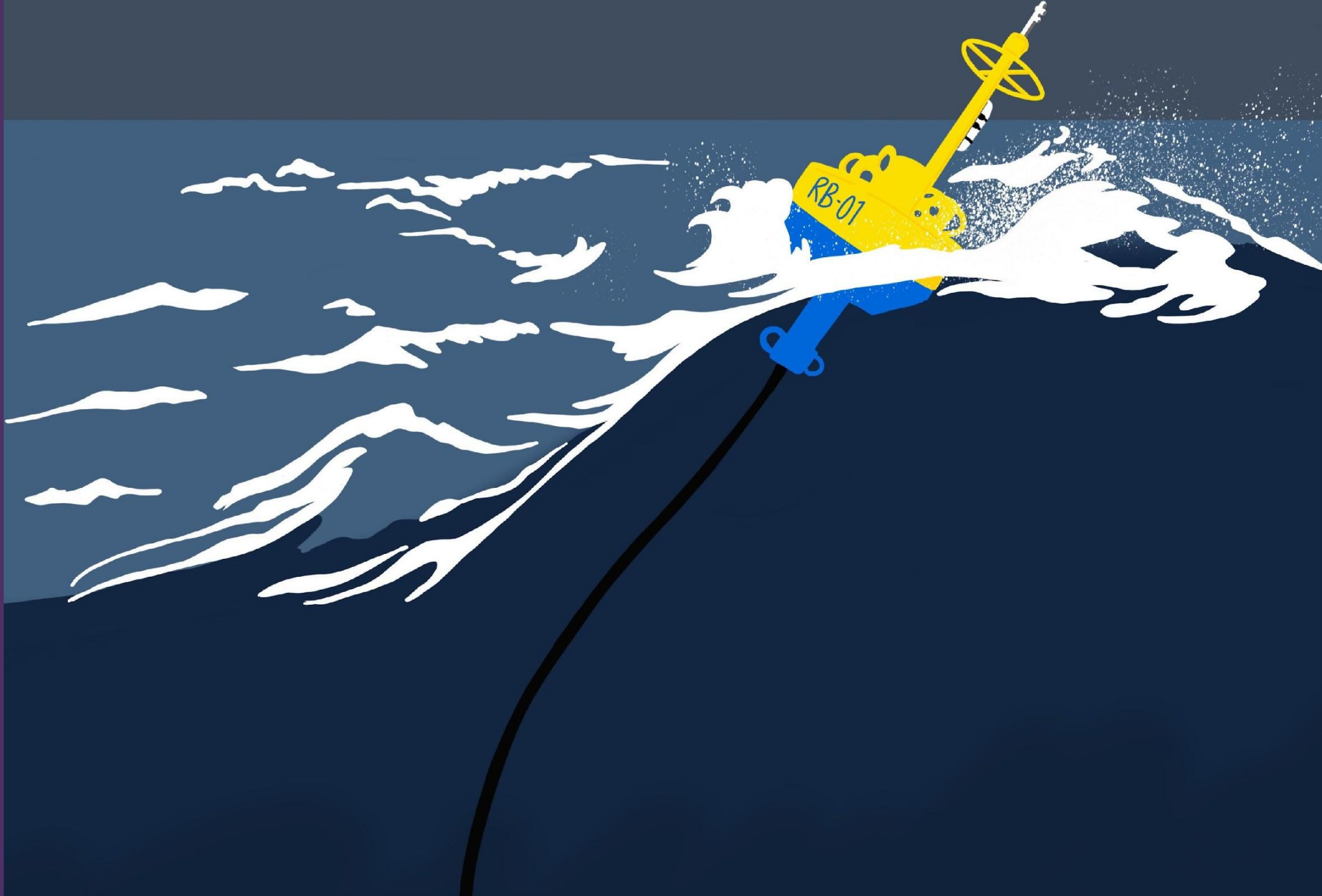
Share



Microsoft's Dawn Klinghoffer on How Leaders Can Tell if Employees Are Thriving

Developing the tools to gauge whether your workforce feels empowered and energized

November 16, 2022



Tips & Questions

- **Positive** - start meetings with highs
- **Engagement** - meeting free time
- **Relationships** - “non work” connection
- **Meaning** - explain the why of work
- **Accomplishment** - celebrate small wins

Question to ask yourself:

- How does my team score on PERMA?

Our plan.

1. Leading in a positive way
2. Wellbeing for performance
- 3. The power of personalising
our work**

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People (may) **like** the things they are given.

People **value** the things they build.

People **love** the things they create.

Doctor dresses children as
superheroes to take them to surgery



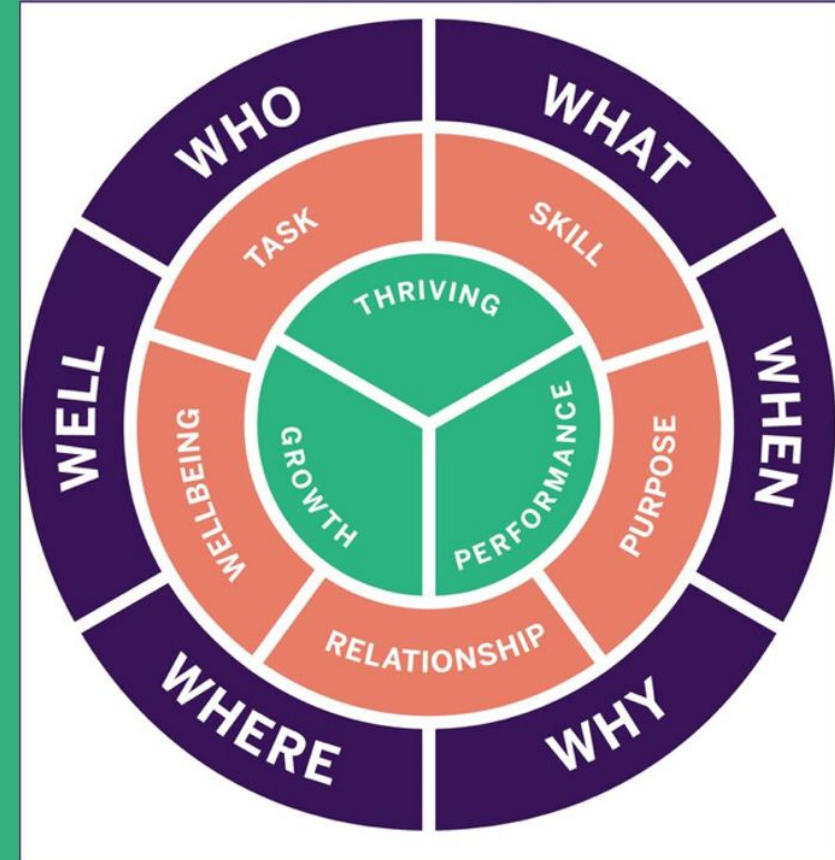
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Job crafting.



Making small changes to our job to bring out our strengths, passions & experiences.



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(Berg et al., 2013; Baker 2020)

Trying to learn something new about each team member

Relationship Crafting

Having informal check-ins to complement formal 1:1s

Supporting new starter onboarding to get to know people

Going for lunch with a colleague from another team once a month

Getting away from the desk for a lunch break

Recording 1 good thing that happened each day

Wellbeing Crafting

Finishing every meeting 10 minutes earlier to take a break

Trying to keep 1 day a week "meeting free"

Having a walking 1:1 on the phone

Mindful walking between patients

101 ways to job craft (here's just a few...)

Using AI to create podcasts of academic

Skill Crafting

Organising team social events - fostering planning skills

Seeking opportunities to coach or mentor junior colleagues

Learning to record internal Vlogs

Getting more involved in client-facing calls

Purpose Crafting

Surveying service users to better understand my value & impact

Visiting customers to see and hear about the impact of work.

Volunteering to support staff induction events

Swapping tasks with a colleague

Task Crafting

Cleaning offices in different order depending on mood

Using AI to help draft blogs and articles

Using speak-to-text for faster content writing



money

Impact.

98%

Would
recommend

82%

Actively
implemented

+16%

Increase
Satisfaction

+14%

Increase
“Like Working
at Vm”



money

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Make better work.

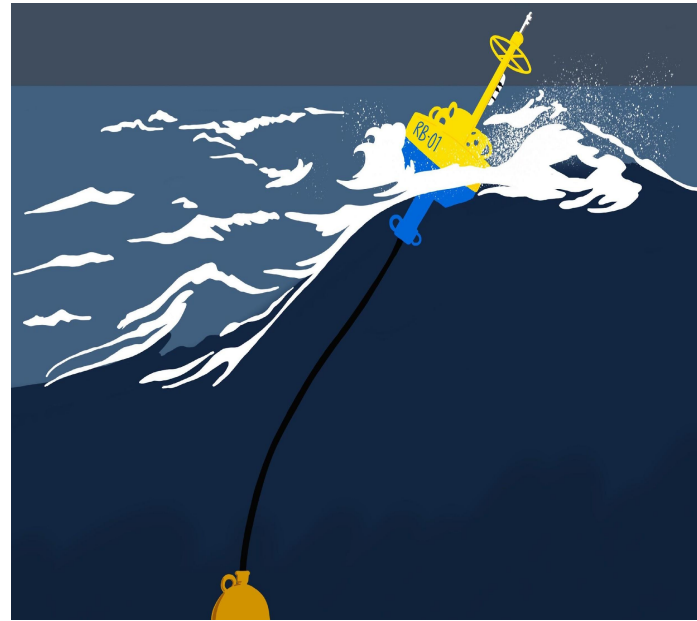
Tips & Questions

- **Explore Love & Loathes**
- **Look for “tiny” crafting opportunities**
- **Encourage experiments**

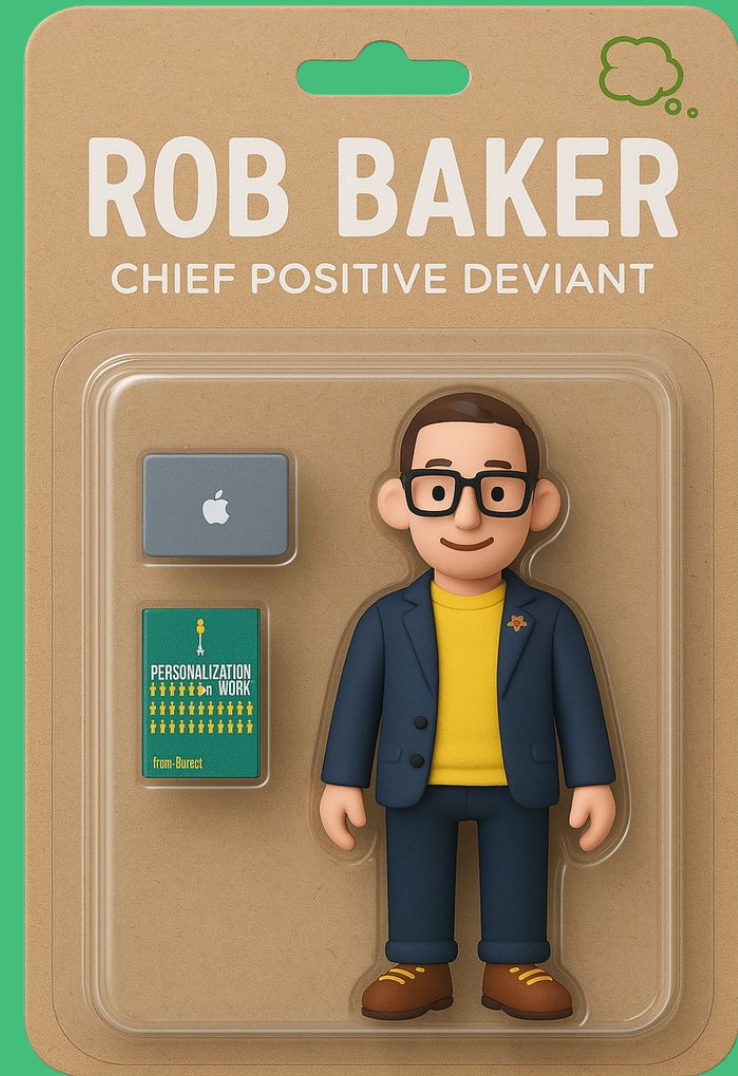
Question to ask yourself:

- To what extent do my team craft their work and what could I do to foster and flame this?

Being a positively deviant leader



What questions do you have?



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Thank you

**better work
work better**

**Make work better.
Maker better work.**

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