Dear Friends,

With deepest gratitude, we are proud to present you with this report, which describes the recent activities and accomplishments of the Center for Positive Organizations at the University of Michigan’s Stephen M. Ross School of Business.

Michigan Ross firmly believes business is a force for good. Ross encourages students to become leaders who use positive practices to help people and firms realize their potential, and in doing so, address our world’s most pressing problems.

Through its research, teaching, and partnerships, the center is advancing the global business community’s understanding of how to build high-performing organizations that enable people to thrive. We are incredibly grateful to call you an esteemed partner in this effort.

We are happy to report that the center has greatly enhanced its programming, partnerships, and overall visibility in recent years. Highlights include a new student program, called the Magnify Immersion Program, which debuted in 2015. This for-credit course educates undergraduate students about positive organizational practices and principles through classroom work and action-based learning opportunities. Magnify received outstanding reviews from participants in its first year and is set to double in size in 2016.

The center was also proud to launch the Positive Leaders Council in 2015. This group leverages the relationships the center has made with business leaders who are committed to building positive organizations. These leaders are helping the center identify future financial resources and plan for its continued growth. The center will also formalize its Executive in Residence program in 2016, expanding the ways in which we create action-learning experiences for our students and relevance in our research.

On behalf of the students, scholars, and leaders who benefit from the center’s work, thank you again for partnership and support. With you, the center will continue to bring out the best in people and organizations throughout the world.

Sincerely,

Gretchen Spreitzer
Faculty Director
Center for Positive Organizations
Keith E. and Valerie J. Alessi Professor of Business Administration

Chris White
Managing Director
Center for Positive Organizations
Adjunct Faculty
Management & Organizations
Positive organizational scholarship is a sub-field of management and organizations studies that empowers leaders to create positive work environments, improve the culture of their workplaces, and discover what is possible with their employees and within their organizations.
In today’s dynamic, global economy, it is imperative that emerging leaders care about more than just their business’ short-term bottom line. Leaders must maintain a commitment to creating organizations that achieve sustainable, long-term success through bringing out the best in their people.

We believe with conviction that when business leaders embrace positive practices, they enable employees to thrive. Their organizations benefit the communities they serve. And inevitably, they create value that is passed on to shareholders.

Michigan Ross’ Center for Positive Organizations is a world-class research center that offers transformational knowledge to students, academics, and leaders. Through positive organizational scholarship, the center disseminates the science that enables people to be their best at work and companies to become their most profitable.

The center was founded in 2002, at a time when positive organizational scholarship was an obscure field of study in academia and an unfamiliar practice in the business world. Through its transformative programs, the center now educates future leaders at Michigan Ross and across U-M about positive organizational practices, and serves as a hub for researchers and business professionals who wish to collaborate and further their understanding of the field.

This report describes the center’s overarching achievements in these areas. Your partnership has made it possible for the center to inspire and enable leaders to change the modern workplace for the better. Thank you.
HELPING TOMORROW’S LEADERS CHANGE THE WORLD

Our students represent the future of business. They are tomorrow’s innovators, corporate leaders, and entrepreneurs, who will soon be responsible for building positive organizations around the world.

The center currently offers two richly rewarding educational opportunities to students, called the +LAB and the Magnify Immersion Program. These programs educate both undergraduate and graduate students across the University about the principles and practices behind positive organizations.

“...The Magnify program changed my perspective of business. Not only was it great exposure to the corporate world, but it also enabled me to create connections with Ross alumni and line up several informational interviews.”

2015 Magnify Participant
The +LAB

Pronounced “The Plus Lab,” this program is a year-long co-curricular experience for undergraduate and graduate U-M students. Students work with center faculty and staff to enrich their knowledge of positive organizational scholarship and participate in projects that strengthen the center’s work at the University and beyond.

As +LAB fellows, students explore a wide spectrum of theories that comprise positive organizational scholarship, engage with business leaders committed to applying positive practices in their organizations, and have the opportunity to enact these practices in group work and in student organizations.

Highlights of the +LAB include education sessions called huddles, which allow students to engage directly with renowned thought leaders. Recent guests have included Gerry Anderson, the CEO of DTE Energy, and Bruce Pfau, who is the vice chair of human resources and communications at KPMG. Pfau’s commitment to building purposeful workplaces has recently garnered considerable attention.

The +LAB proved an immediate success when it debuted in 2013, and its size and scope have continued to grow. Currently, there are 82 students enrolled as +LAB fellows and affiliates in the 2015-16 program.

The Magnify Immersion Program

The Magnify Immersion Program builds on Michigan Ross’ strong commitment to action-based learning. This new for-credit course mixes classroom learning with hands-on opportunities for students to observe and apply positive organizational scholarship in local organizations.

Magnify is open to U-M undergraduates and targets a need between students’ sophomore and junior years for high-caliber, structured professional experience. During this six-week, spring-semester course, students spend a week embedded at partner organizations, where they observe positive practices in action and provide research-based feedback to the organizations.

Organizations that participated in the 2015 Magnify program included DTE Energy, nonprofit The Neutral Zone, and Menlo Innovations, an Ann Arbor software design and development company that is known around the world for its joyful work culture.

Twenty-one students and five partner organizations participated in the inaugural 2015 Magnify program. In student reviews, Magnify received a 5/5 average, which means that no more than one participant out of 21 gave the program less than a perfect rating. Due to its success, Magnify will expand to 40 student participants and 10 partner organizations in 2016.

“This to me, the Center for Positive Organizations is about connecting with others who share similar interests, and who are motivated to find ways to bring a wide variety of positive practices to the business world.

The center affords me the opportunity to be a leader, not only among my peers from the business school, but also on a team of students from various programs and departments across campus. We strive to support and encourage each other, taking time to share both the highs and lows of our everyday lives.

The center’s faculty and staff have taken the time to truly get to know me. They care about me, and it shows. They’ve invested in my development, and they encourage me to spread my passion for positive organizational scholarship throughout the U-M community and beyond.

No matter how anxious or stressed I feel in other areas of my life, I find peace and feel calm when I’m at the center. It’s a place I can go to learn, to study, to chat, or to smile. When I’m there, I’m welcome.

I spend my time at the center because to me, it feels like home.”

Erica Dancik // MBA/MPH ’16
+LAB Senior Fellow
Each year, hundreds of thought leaders, executives, and academics gather at Michigan Ross for the Positive Business Conference, which provides a unique platform for Michigan Ross to share its leading research and foster a community committed to positive business. The center is heavily involved in hosting the conference, which debuted in 2014.

During the two-day event, guests discuss the latest research on positive business approaches, participate in hands-on workshops with faculty, and engage in critical conversations about how positive business can improve our companies and society. The event has enjoyed great success since its debut and brings significant positive attention to both Michigan Ross and the center.
The Center for Positive Organizations is proud to be at the forefront of a growing international conversation about positive organizational scholarship. Every year, more scholars, business leaders, and change agents turn to the center to better their understanding of the practices, strategies, and systems that help organizations thrive. Through the center, these community partners can receive feedback on their research, learn how to better their own workplaces, or even receive recognition for the outstanding positive practices they have already implemented in their organizations.

The Positive Leaders Council

In 2015, the center formed the Positive Leaders Council, an advisory group made up of current and former C-level executives and prominent business leaders with whom the center has forged relations during the last several years. Members of the Positive Leaders Council share the center’s commitment to positive organizational scholarship and help the center broaden its impact and reach more people. The Positive Leaders Council also helps the center plan for its future and identify potential financial resources.

Current members of the Positive Leaders Council include:

- Rick Haller, former president and COO, Walbridge
- Fred Keller, founder, chair, and former CEO of Cascade Engineering
- Roger Newton, founder, chair, and CSO, Esperion Therapeutics
- Rich Sheridan, CEO and Chief Storyteller, Menlo Innovations
- Rich Smalling, CEO, American Innovations
The Executive in Residence Program
The center offers an Executive in Residence program that provides an opportunity for esteemed business leaders to contribute their expertise to the center’s research, teaching, and organizational partnerships. In fall 2016, the center will expand this program and welcome three to four business leaders to its first Executive in Residence cohort. The center hopes these increased connections will open up new opportunities for research data sites, internships, and action-learning projects.

The Positive Organizations Consortium
The Consortium is an innovative co-learning community for businesses and academics. It was developed to accelerate the creation of positive organizations. Founded in 2014, the Consortium brings together researchers and organizational change leaders who are invested in the center’s work.

Member organizations pay an annual fee to join the Consortium, where they can access many resources, including in-person forums, virtual learning conferences, opportunities to participate in research projects or initiate customized research with the center’s faculty members, and more.

The Positive Business Project
The Positive Business Project identifies and rewards organizations that embody the principles of the center and create outstanding change. The project, which was founded in 2014, is led by +LAB students under the guidance of center faculty members.

In 2014, the Positive Business Project awarded UAE Exchange the inaugural grand prize for its RACE initiative, which improved high-quality connections among employees and subsequently enhanced customer experience. In 2015, the project co-winners were Newmind Group and Team Detroit. Winners are announced at the annual Positive Business Conference.

The Positive Links Speaker Series
The Positive Links Speaker Series offers opportunities for students, faculty, and business leaders to listen and learn as scholars share inspiring, research-based strategies for building high-performing organizations. In its 14-year history, the series has hosted more than 100 sessions. Roughly 150 people attend in person, and even more view the sessions online.

The Adderley Positive Research Incubator
This enduring program has provided more than 100 opportunities for scholars to receive feedback and coaching on research projects from knowledgeable peers. The program runs every other week throughout the academic year and is open to scholars from around the world.

The Incubator provides a supportive environment for feedback and constructive criticism to energize researchers. Recently, the center announced that the Incubator will be renamed “The Adderley Positive Research Incubator” to honor Michigan Ross alumnus Terence Adderley (BBA ’55, MBA ’65).

The POS Research Conference
Since 2001, this biennial event has brought together top scholars to advance research in the field of positive organizational scholarship (POS). During the conference, the center also recognizes the winner of its biennial Award for Best Paper in POS. The recipient of the award, which recognizes outstanding scholarship, is invited to give a talk on the first evening of the conference.

Positivity Headquarters
The Center for Positive Organizations does not just espouse positive organizational scholarship — it lives it. In 2013, the center moved into 914 Hill Street, an environment that promotes maximum collaboration between faculty, staff, students, and visitors.

The center employs research-based management practices and coworking techniques to help build a purpose-driven culture. Its practices range from project boards that aid information flow among team members, to monthly personal management interviews that help managers and employees sustain positive and productive relationships.

Students, staff, faculty, and visitors can attest that the center does not just conduct business as usual. Rather, it’s an environment that feels like home.
Jane Dutton is one of the founders of the center. Her dedication to positive organizational scholarship began with an interest in compassion and how it affects individuals and organizations. In 2015, Dutton received a lifetime achievement award from the organizational behavior division of the Academy of Management (AOM). She has also received lifetime achievement or distinguished scholar awards from three other AOM divisions, in addition to a general AOM lifetime achievement award.

In a recent study, Dutton found that workers who are treated with respect reach higher levels of creativity, a connection that holds true at the individual and team levels. To read more about her findings, visit myumi.ch/aMdvW.
Robert E. Quinn
Margaret Elliott Tracy Collegiate Professor in Business Administration; Professor of Management and Organizations

Bob Quinn’s life mission is to inspire positive change. In addition to being a founder of the center, he is an author, consultant, and speaker. He has published 18 books, including the volume Deep Change: Discovering the Leader Within, which has been used across the world. Quinn is also a fellow of the Academy of Management and the World Business Academy.

His newest book, The Positive Organization, teaches readers to break through conventional work cultures and drive positive change within their organizations. To read more about the contents of his latest work, visit myumi.ch/LPPqz.

David M. Mayer
Associate Professor of Management and Organizations

Dave Mayer is driven to create a better world through the development of ethical organizations and the people who run them. His work focuses on how organizations can create environments that promote ethical behavior and discourage wrongdoing. In recognition of his prolific and high-quality research, Mayer was recently awarded the 2016 Cummings Scholarly Achievement Award for early-to-mid career scholars. This award is given by the Organizational Behavior Division of the Academy of Management.

In a recent Fast Company column, Mayer describes how being a good person as a leader is not enough to inspire ethical behavior in employees. Rather, effective ethical leaders must be overtly visible moral managers in addition to good people. This means making ethical actions visible to employees, offering the right incentives to drive ethical behavior, and talking openly about values in decision-making. To read more, visit myumi.ch/6nydQ.
Student Learning Opportunities

<table>
<thead>
<tr>
<th>Number</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>122</td>
<td>Number of students participating in an academic program through the center in 2016</td>
</tr>
<tr>
<td>40</td>
<td>Anticipated student participants in the 2016 Magnify program</td>
</tr>
<tr>
<td>105</td>
<td>Applications received during the 2015-16 year for 36 open spots in the +LAB</td>
</tr>
<tr>
<td>16</td>
<td>Merit and need-based scholarships awarded for the +LAB and Magnify in 2015-16</td>
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Faculty Achievements

<table>
<thead>
<tr>
<th>Number</th>
<th>Description</th>
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<tbody>
<tr>
<td>33</td>
<td>Core faculty members, faculty associates, and executive education affiliates associated with the center</td>
</tr>
<tr>
<td>1,112</td>
<td>Number of instances the center’s faculty members were quoted in 2015</td>
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Research and Community Partnerships

<table>
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<tr>
<th>Number</th>
<th>Description</th>
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<tbody>
<tr>
<td>300+</td>
<td>Number of individuals conducting positive organizational scholarship-related research who are part of the center’s community of scholars</td>
</tr>
<tr>
<td>120</td>
<td>Number of scholars who attended the POS Research Conference in 2015</td>
</tr>
<tr>
<td>100+</td>
<td>Number of sessions the Adderley Positive Research Incubator has conducted since its debut</td>
</tr>
<tr>
<td>18</td>
<td>Companies engaged in the center’s Positive Organizations Consortium</td>
</tr>
<tr>
<td>90+</td>
<td>World-renowned scholars and practitioners who have presented at the Positive Links Speaker Series</td>
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Thank you. The Center for Positive Organizations could not have established such high-quality student programs or expanded its resources, events, and partnerships without you.

While its achievements thus far have been remarkable, the center is on a path to even greater success.

Looking to the year ahead, we will continue to expand our audience of students, researchers, and business professionals through exceptional programming, and we will continue to develop the next generation of faculty leaders to further our understanding of positive organizational scholarship.

By 2025, the center intends to impact 100,000 professionals and students through its transformative work. It will:

**Inspire new possibilities for organizations**
To advance the world’s understanding of business as a force for positive societal change, the center will continue to educate the public about positive organizations and embody positive practices in its own workplace.

**Enable researchers to enhance knowledge**
The center intends to have 500 scholars actively advancing its understanding of positive management practices by 2025. It will serve as a wellspring of ideas, resources, and energy for a global community of thought leaders.

**Equip workplace change agents**
The center will help people at all levels of organizations take ownership in making a positive difference in their organization and in the world. As a result, the number of people who are engaged and thriving at work will expand by a significant proportion by 2025.

Your continued partnership is invaluable. With you, we will charge forward in enacting our ambitious plan to create thriving workplaces around the world.
THANK YOU

michiganross.umich.edu
positiveorgs.bus.umich.edu