



# FLOURISHING AT WORK AND BEYOND: FOUNDATIONS OF POSITIVE ORGANIZATIONAL SCHOLARSHIP

M&O 455 AND M&O 555

3.0 Credit Course

Blau 2560

Winter 2022

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## PEOPLE & CONTACT INFORMATION

### INSTRUCTOR

#### Jane E. Dutton

Robert L. Kahn Distinguished University Professor of Business Administration and Psychology  
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OFFICE HOURS Thursdays 4-5:30. (on zoom) (make appointment through Canvas)  
If you want to see me in person, set up an appointment and we can meet in Ross 4360  
Monday lunch (drop in on zoom): 12:00-1:30, starting on Jan. 10. Use zoom link on Canvas.

### TEACHING ASSISTANT/ CLASS COACH

#### Sarah Andes

sarandes@umich.edu  
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#### OFFICE HOURS

10-11am on TTh (virtual—signup on Canvas) or email to set up a different time.

# COURSE OVERVIEW

## COURSE DESCRIPTION

This course is designed to give undergraduate, MBA and masters students a working and practical knowledge of the growing domain of positive organizational scholarship (POS) based on an intensive immersion in POS research and practice. POS is an interdisciplinary approach to leading and being in work organizations in ways that call forth the best in people, resulting in individual and collective flourishing. Flourishing is a term that captures the optimal state of functioning of individuals, groups or organizations, with indicators such as thriving, engagement, health, growth and creativity as well as other markers of being in a state of positive deviance.

POS draws from multiple theoretical perspectives in the interdisciplinary field of organizational studies that are embracing new knowledge and new practices that arise when research focuses on what enables people, teams and organizations to flourish. These include developments in positive psychology, positive applied organizational psychology, positive organizational behavior, and appreciative inquiry. There is particular strength in the POS perspective at the Ross School of Business where the Center for Positive Organizations has been a hub for the development and dissemination of these ideas for close to 20 years. The rapid growth of this perspective on organizations is evident in the 79-chapter Handbook of Positive Organizational Scholarship (Cameron & Spreitzer, Oxford University Press, 2012), as well as in the rapid growth of educational programs that are focused on this perspective in organizational studies. In addition, the Ross School of Business's commitment to Positive Business as a core part of its strategy makes understanding the theory and core research of POS particularly important.

The research strength of the Ross School's faculty and Ph.D. students in the domain uniquely equip multiple faculty to be able to teach and contribute to this course. At the same time, the growing number of company partnerships around POS research and practice provides a unique opportunity to observe and study how organizations are co-creating and implementing these ideas.

## Learning objectives

1. Learn about and engage basic research in the sub-field of Positive Organizational Scholarship
  - a. Gain familiarity, understanding and fluency with core POS ideas
  - b. Effectively communicate key findings on POS research topics
2. Link to and develop knowledge of how POS research has been put into practice in organizations
  - a. Articulate and explain how POS research / knowledge has been applied in organizational contexts
  - b. Articulate the opportunities and limits of the applications of POS to organizations
3. Apply key ideas and research findings from POS to foster and improve your own flourishing, including developing resilience, well-being, and engaged learning
  - a. Reflect on your own flourishing at work and beyond to engaged in self-assessment and growth
  - b. Synthesize key ideas and research findings into recommendations for fostering individual, team and organization flourishing in a variety of environments

## Required materials

1. BOOK: *How to Be a Positive Leader: Small Actions, Big Impact.* (2014). J. Dutton & G. Spreitzer, Eds. San Francisco: Berrett-Koehler Publishers. (Can be bought on Amazon in kindle book)
2. COURSEPACK – available through Ross

## SUPPLEMENTAL MATERIALS

1. Supplemental readings and additional materials for each class session will be added to CANVAS
2. BOOK: *Handbook of Positive Organizational Scholarship.* K. Cameron and G. Spreitzer (Eds.), Cambridge: Oxford University Press. 2011. (Available at CPO Library)
3. BOOK: *Positive Organizational Scholarship: Foundations of a New Discipline.* K. Cameron, J. Dutton and R. E. Quinn (Eds.) San Francisco: Berrett-Koehler Publishers, 2003. (Available at CPO Library)
4. BOOK: R.E. Quinn *The Positive Organization: Breaking Free from Conventional Cultures, Constraints, and Beliefs.* San Francisco: Berrett-Koehler. (Available at CPO Library)

## WEEK-BY-WEEK DETAILS

### Session 1 (Jan. 11): Welcome & Introduction BEGIN THE ADVENTURE!

### Why care about flourishing people at work and the power of positive images?

#### READINGS

1. *How to Be a Positive Leader:* Dutton and Spreitzer “Introduction and Invitation”
2. COURSEPACK: Cooperrider, D.L. (2000) “Positive Image, Positive Action: The Affirmative Basis of Organizing” In *Appreciative Inquiry: Rethinking Human Organization Toward a Positive Theory of Change*, Chapter 2, 29-53)
3. Joyce E. Bono and Theresa M. Glomb, “The Powerful Effect of Noticing Good Things at Work,” HBR <https://hbr.org/2015/09/the-powerful-effect-of-noticing-good-things-at-work>.
4. The Economics of Well-being by Tom Rath and Jim Harter, Gallup (2015): <http://www.gallup.com/services/177050/economics-wellbeing.aspx>

#### PREPARATION & ASSIGNMENTS

- ✓ Come to class ready to share why positive images of work organizations are so important and be ready to share your image of a positive workplace. Also be ready to be able to defend why we should care about flourishing or well-being based on arguments presented by Rath and Harter.
- ✓ Before class, watch this video of researcher Richard Davidson and his view of well-being as a skill: <https://www.youtube.com/watch?v=EPGJU7W0N0I> and <https://www.youtube.com/watch?v=HeBpsiFQiTI>
- ✓ Before class listen to Martin Seligman and his focus on flourishing: <https://www.youtube.com/watch?v=e0LbwEVnfJA>

#### SUPPLEMENTAL MATERIALS (NOT REQUIRED—SIMPLY A RESOURCE FOR YOU)

1. Jeff Pfeffer’s book (2018), *Dying for a Paycheck: How Modern Management Harms Employee Health and Company Performance—and What We Can Do About It* makes the case that workplaces are killing people, literally. This is a different but equally important argument for a focus on flourishing. (See pages 1-35, Canvas)

2. For a compressed history of positive psychology see: <http://livehappymagazine.com/science/positive-psychology/happiness-revolution>
3. For one account of the “birth” of POS see: “Meet the movement: Interview with Kim Cameron, Jane Dutton and Robert Quinn” by Susan Bernstein, *Journal of Management Inquiry*, 2003. <http://journals.sagepub.com/doi/pdf/10.1177/1056492603256341>
4. One reason positive images are so powerful is how they contribute to optimism and optimism, for the most part, can be helpful for our health; see: <https://blogs.scientificamerican.com/beautiful-minds/is-an-optimistic-mind-associated-with-a-healthy-heart/>
5. CANVAS: For another great account of the power of expectations, see “We are What We Expect” from Stretch (2017) Scott Sonenshein
6. Here is a great webinar by David Cooperrider and Lindsey Godwin, talking about expanding our imagination to embrace the potential power of positive institutions: <https://us02web.zoom.us/rec/play/7Jlqf-2ppjk3E9CdsASDBKJ8W427evis0XAd-vBfyUm8VnRSYAX1YbASNrC4d2obxm0FBxkhyObHw4hU?startTime=1592487950000>

## **Session 2 (Jan. 13): The Flourishing Framework and Positive Emotions in Organizations (Special guest, Monica Worline)**

### READINGS

1. COURSEPACK: Fredrickson. (2003) “Positive Emotions and Upward Spirals in Organizations” In K. Cameron, J. Dutton and R. E. Quinn (Eds.) *Foundations of Positive Organizational Scholarship*.
2. COURSEPACK: Vianello, Galiani and Haidt (2010) “Elevation at Work: The Effects of Leaders’ Moral Excellence.” *Journal of Positive Psychology*, 5: 5, 390-411.
3. CANVAS: Listen to the 20-minute video by Monica Worline on the Flourishing Framework
4. Listen to my brief talk on the Flourishing Triangle: <https://www.youtube.com/watch?v=dhnfcx7Xtb0> (note—uses thriving and flourishing interchangeably)

### SUPPLEMENTAL MATERIALS

1. Another review of positive emotions by M. Cohn and B. Fredrickson, *Oxford Handbook of Positive Psychology* 2 edition, Edited by S. Lopez and Rr Snyder 2009: <http://www.oxfordhandbooks.com/view/10.1093/oxfordhb/9780195187243.001.0001/oxfordhb-9780195187243-e-003>
2. Fredrickson. B. (2013) “Updated Thinking on Positivity Ratios” available on the web: [https://www.academia.edu/4198101/Updated\\_Thinking\\_on\\_Positivity\\_Ratios](https://www.academia.edu/4198101/Updated_Thinking_on_Positivity_Ratios)
3. Importance of prosocial emotions (from Desteno, Emotional Success: The power of Gratitude, Compassion and Pride): <https://hbr.org/2018/02/how-to-cultivate-gratitude-compassion-and-pride-on-your-team?>
4. CANVAS: Cohen, S., & Pressman, S. D. (2006). Positive affect and health. *Current Directions in Psychological Science*, 15, 122-125. See also Sarah Pressman’s Ted Talk at: [https://www.youtube.com/watch?v=lqiGL4e\\_c30](https://www.youtube.com/watch?v=lqiGL4e_c30)

5. Classic study on gratitude's impacts by Robert Emmons and Robert McCullough:  
<https://greatergood.berkeley.edu/pdfs/GratitudePDFs/6Emmons-BlessingsBurdens.pdf>
6. Chris Murchison talking about expressions of gratitude:  
<https://positiveorgs.bus.umich.edu/news/chris-murchison-presents-expressions-of-gratitude-in-the-workplace/?fbclid=IwAR0J18c7QsXN-Z4XiTD4G4Bak341UCeeaAERiCj1QnddggAMu6LpPS1S0xU>
7. Nice summary of gratitude's impacts and main ways that organizations can foster gratitude:  
<https://journals.aom.org/doi/10.5465/amr.2014.0374.summary>  
<https://hbr.org/2020/11/building-a-better-workplace-starts-with-saying-thanks>
8. Have you thought about organizational gratitude? See DeFazio, Palazzischi and Buchi "Gratitude in Organizations: A Contribution for Healthy Organizational Contexts":  
<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5699179/>
9. Stop making gratitude all about you: [https://hbr.org/2016/06/stop-making-gratitude-all-about-you?referral=00563&cm\\_mmc=email- -newsletter- -daily\\_alert- -alert\\_date&utm\\_source=newsletter\\_daily\\_alert&utm\\_medium=email&utm\\_campaign=alert\\_date](https://hbr.org/2016/06/stop-making-gratitude-all-about-you?referral=00563&cm_mmc=email- -newsletter- -daily_alert- -alert_date&utm_source=newsletter_daily_alert&utm_medium=email&utm_campaign=alert_date)  
and how just witnessing gratitude can have impacts:  
[https://greatergood.berkeley.edu/article/item/the\\_ripple\\_effects\\_of\\_a\\_thank\\_you?](https://greatergood.berkeley.edu/article/item/the_ripple_effects_of_a_thank_you?)
10. Another important positive emotion is awe—powerful and important now. How do we cultivate it?  
<https://hbr.org/2021/08/why-you-need-to-protect-your-sense-of-wonder-especially-now?>

## Session 3 (Jan. 18): Positive Emotions and Positive (High Quality) Connections in Organizations

### READINGS

1. How to Be a Positive Leader: Dutton, J. "Build High Quality Connections"
2. Baker, W. and J. Dutton (2007) "Enabling Positive Social Capital". In J. Dutton and B. Ragins (Eds.), Exploring Positive Relationships at Work: Building a Theoretical and Research Foundation:  
<https://drive.google.com/file/d/119DbLucSmvnP-vAeUbrLR7l8T3An294m/view>

### PREPARATION & ASSIGNMENTS

- ✓ **Compelling Case #1**: Describe a compelling example from your own experience of having a high quality connection with another person. How did you know it was a high quality connection? What were its impacts? What is one "lesson" you would take from this experience about building high quality connections with others in the future? (One page, single spaced. Submit on CANVAS before class—be sure to look at expanded assignment details on canvas).

### SUPPLEMENTAL MATERIALS

1. Dutton, J. (2020) Small Interactions are More Powerful than We Know:  
<https://www.workties.org/post/small-interactions-matter-more-than-we-know>
2. Heaphy, E. and J. Dutton. (2008) Positive Social Interactions and the Human Body at Work: Linking organizations and physiology. Academy of Management Review, Vol. 33, No. 1, 137-162, 2008:  
<https://drive.google.com/file/d/1-TTldHOutdF0tuNfRppqAWgMUoqHwJNbp/view>

3. Stephens. J.P., E. Heaphy and J. Dutton. "High Quality Connections" *Handbook of Positive Organizational Scholarship*: <https://drive.google.com/file/d/115aEW1Rdd7nqH34dqGgZObelbpYyuQv-/view>
4. Great summary of positivity resonance which captures shared positive emotions in high quality connections offered by Barb Fredrickson <https://www.youtube.com/watch?v=UWnqREJFrYk>
5. Achor, S. Positive Intelligence *Harvard Business Review*: <https://hbr.org/2012/01/positive-intelligence/ar/1>
6. Barb Fredrickson has developed and tested ideas about positivity resonance which is a specific form of high quality connection (see "Well-being Correlates of Perceived Positivity Resonance: Evidence from Trait and Episode-Level Assessments"): <http://peplab.web.unc.edu/files/2019/07/Major-et-al-in-press-PSPB.pdf>
7. Lieberman, Matt. Matthew is a real leader in the science of connection. Great Ted Talk here: <https://www.youtube.com/watch?v=NNhk3owF7RQ>
8. CANVAS: This is the root research for the idea of capitalization and how you should respond to the sharing of good news Gable, S., Reis, H. T., Impett, E. A., & Asher, E. R. (2004). What do you do when things go right? The interpersonal and intrapersonal benefits of sharing positive events. *Journal of Personality and Social Psychology*, 87(2), 228-245.
9. Importance of creating pos relationships through creating psychological safety (teams at Google and the Aristotle project: <https://www.nytimes.com/2016/02/28/magazine/what-google-learned-from-its-quest-to-build-the-perfect-team.html> ). Great Ted Talk by Amy Edmundson: <https://www.youtube.com/watch?v=LhoLuui9gX8&feature=youtu.be>
10. Lots of important articles on the power of kindness: <http://sonjalyubomirsky.com/files/2012/09/Chancellor-Margolis-Bao-Lyubomirsky-in-press.pdf> and it even affects your genes: <http://www.sciencedirect.com/science/article/pii/S0306453016310587>
11. And evidence that our first instinct is selflessness: <https://www.scientificamerican.com/article/scientists-probe-human-nature-and-discover-we-are-good-after-all/>
12. Longest running study of what keeps people happy and healthy (Harvard study of Adult Development) 75 years traced lives of over 700 men: [https://www.ted.com/talks/robert\\_waldinger\\_what\\_makes\\_a\\_good\\_life\\_lessons\\_from\\_the\\_longest\\_study\\_on\\_happiness](https://www.ted.com/talks/robert_waldinger_what_makes_a_good_life_lessons_from_the_longest_study_on_happiness)
13. New dedicated website for the application of research on high quality connections put together by Kevin Rockmann; see <https://www.highqconnections.com/>
14. The importance of respect at work. Kristie Rogers is the author of the article "Do Your Employees Feel Respected?" in the July–August 2018 issue of *Harvard Business Review*: <https://www.wnyc.org/story/638-the-2-types-of-respect-leaders-must-show/>
15. Podcast by Adam Grant (with me as one of his guests) on "We don't have to fight loneliness alone": <https://podcasts.apple.com/us/podcast/we-dont-have-to-fight-loneliness-alone/id1346314086?i=1000471405384>
16. Great video linking technology use to Loneliness called "The innovation of loneliness": <https://vimeo.com/70534716>

17. Really helpful videos about trust by Rachel Botsman: <https://www.youtube.com/watch?v=-vbPXbm8eTw&feature=youtu.be>
18. Excellent summary about the importance of weak ties—from Greater Good Science Center: [https://greatergood.berkeley.edu/article/item/how\\_to\\_keep\\_connecting\\_with\\_strangers\\_during\\_the\\_pandemic](https://greatergood.berkeley.edu/article/item/how_to_keep_connecting_with_strangers_during_the_pandemic)
18. Terrific article on being the health impacts of kindness and volunteering: <https://www.bbc.com/future/article/20201215-why-being-kind-to-others-is-good-for-your-health>
19. Terrific podcast that features authors of Compassionomics and documents power of compassion in health care settings but has implications for all settings: [https://freakonomics.com/podcast/compassionomics/?fbclid=IwAR2YPxlQTg9FCqebcDEebEbZun\\_onx\\_aNwwSEQgZj5dMuH0z4f95GxmnB-KQ](https://freakonomics.com/podcast/compassionomics/?fbclid=IwAR2YPxlQTg9FCqebcDEebEbZun_onx_aNwwSEQgZj5dMuH0z4f95GxmnB-KQ)
20. Nice article on importance of play at work: <https://www.europeanbusinessreview.com/why-is-play-important-for-a-companys-work-environment/>
21. Helpful summary of value of kindness at work: <https://hbr.org/2021/05/dont-underestimate-the-power-of-kindness-at-work?>

## Session 4 (Jan. 20): Positive Self-Meaning in Organizations (Special guest Rachel Heydlauff)

### READINGS

1. In How to Be a Positive Leader: Roberts, L.M. “Cultivate Positive Identities”
2. Dutton, J., L. Roberts and J. Bednar. “Prosocial Practices, Positive Identity, and Flourishing at Work” In S. Donaldson, M. Csikszentmihalyi and J. Nakamura (Eds.) Applied Positive Psychology: Improving Everyday Life, Schools, Work, Health, and Society, New York: Routledge, 2011. [https://drive.google.com/file/d/14cfT4KcFGJOeTryztnQg0\\_Tsrj7v6UD/view](https://drive.google.com/file/d/14cfT4KcFGJOeTryztnQg0_Tsrj7v6UD/view)
3. Brianna Caza, Lakshmi Ramarajan, Erin Reid, and Stephanie Creary: <https://hbr.org/2018/05/how-to-make-room-in-your-work-life-for-the-rest-of-your-self> A positive identity is not just about the content of how we narrate who we are but the structure of this identity—what we include and what we exclude.

### SUPPLEMENTAL MATERIALS

1. Roberts, L.M., J. Dutton, G. Spreitzer and E.D. Heaphy. “Composing the Reflected Best Self-Portrait: Building Pathways for Becoming Extraordinary in Work Organizations” Academy of Management Review, 30, 4, 712-736, 2005: <https://drive.google.com/file/d/11swfPfdnvC--fcmZXrpoCpcn7WCkgKrZ/view>
2. CANVAS: B. Zander “Being a Contribution” From Zander and Zander, The Art of Possibility. This chapter is great! It is about framing yourself as a contribution to others.
3. Nice Ted Talk on best self by Dan Cable: <https://vimeo.com/278640151/2df05f391b>
4. Dan Cable, Francesca Gino Bradley Staats. “The powerful way onboarding can encourage authenticity”. An article showing how being onboarded in way that fosters an authentic positive identity has big effects: <https://hbr.org/2015/11/the-powerful-way-onboarding-can-encourage-authenticity>



5. Laura Morgan Roberts in podcast with Michele McQuaid about “Do You Bring Your Best Self to Work?” <https://www.michellemcquaid.com/podcast/bring-best-self-work-podcast-dr-laura-morgan-roberts/>
6. CANVAS: Lyubomirsky, S., & Layous, K. (2013). How do simple positive activities increase well-being? *Current Directions in Psychological Science*, 22(1), 57-62.
7. CANVAS: Bono, J. E., Glomb, T. M., Shen, W., Kim, E., & Koch, A. (2013). Building positive resources: Effects of positive events and positive reflection on work-stress and health. *Academy of Management Journal*, 56, 1601-1627. (This is the study that the HBR article we read in the first class is based upon.)
8. Very helpful Ted Talk for thinking about micro-interventions and flourishing. Teresa Glomb Let’s Make Work Better”: <https://www.youtube.com/watch?v=oCYeEt94EMc>
9. Also helpful to consider how we get stuck in the negative and why bad is stronger than good (a classic Baumeister et al., 2001 <https://assets.csom.umn.edu/assets/71516.pdf>). Listen to Tracey Ledgerwood about getting stuck in the negatives and how to get unstuck: <https://www.youtube.com/watch?v=7XFLTDQ4JMK>
10. Amabile & Kramer (May 2011) The Power of Small Wins, in *Harvard Business Review*. (Less relevant for positive self-meaning except how small wins and a sense of progress on meaningful work are important for motivation and engagement): <https://hbr.org/2011/05/the-power-of-small-wins>
11. Sandra Cha and Laura Morgan Roberts Advantages of bringing your whole identity to work <https://hbr.org/2019/09/the-benefits-of-bringing-your-whole-identity-to-work>

## **Session 5. (Jan. 25): Strengths-based Approaches (Class will be taught by special guest, Betsy Erwin with Michele Day from Cisco)**

### READINGS

1. COURSEPACK: Chapters 1-2 in Michele McQuaid’s and Erin Lawn’s book, *Your Strength’s Blueprint*
2. Strengths Spotting: Michele McQuaid, “Can You Spot Others’ Strengths?”: <https://www.michellemcquaid.com/spot-others-strengths/>

### PREPARATION & ASSIGNMENTS

- ✓ Prior to class, complete the VIA strengths assessment on the web (you will find it at: <http://www.viacharacter.org/survey/account/register>).
- ✓ Come to class prepared to share your strengths and have fun making sense of what it means for you!
- ✓ Explore the VIA strengths website for lots of great resources: <https://www.viacharacter.org/www/>

### SUPPLEMENTAL MATERIALS

1. CANVAS: Application of strengths approach to education: White, M.A. and Waters, L. (2014) “A Case Study of The Good School: Examples of the Use of Peterson’s strengths-based approach with Students” *Journal of Positive Psychology*.
2. CANVAS: Recent review of strengths use in organizations. A. B. Bakker and M van Woerkam (2018) “Strengths Use in Organizations: A Positive Approach of Occupational Health. *Canadian Psychology*, 59,1, 38-46.
3. CANVAS: Example of empirical study looking at impacts of character strength use: S. Lavy and H. Littman-Ovadia “My better self: Using strengths at work and work productivity, organizational citizenship behavior and satisfaction. *Journal of Career Development*, 2017, 44(2) 95-109.



4. CANVAS: Asplund and Blacksmith. (2011) "Productivity through strengths" from the Handbook of Positive Organizational Scholarship.
5. Nice recent summary of organizational impacts of using strengths-based approaches , Rigonie and Asplund 2016: <https://hbr.org/2016/09/developing-employees-strengths-boosts-sales-profit-and-engagement>
6. CANVAS: Kruse, E., Chancellor, J., Ruberton, P. M., & Lyubomirsky, S. (2014). An upward spiral between gratitude and humility. Social Psychological and Personality Science, <http://sonjalyubomirsky.com/files/2012/09/Kruse-Chancellor-Ruberton-Lyubomirsky-in-press1.pdf>. (good example of how strengths often travel together and build on each other)
7. Application of strengths-based approach to onboarding new employees (awareness, emphasis, and use of strengths can foster authenticity); <https://hbr.org/2015/11/the-powerful-way-onboarding-can-encourage-authenticity>
8. Article showing that growth mindset interventions work: <https://www.nature.com/articles/s41586-019-1466-y>

## Session 6 (Jan. 27): Roles and Job Crafting (Special guest, Mary Ceccanese)

### READINGS

1. In How to Be a Positive Leader: Wrzesniewski "Engage in job crafting"
2. In How to Be a Positive Leader: Grant "Outsource motivation"

### PREPERATION & ASSIGNMENTS

- ✓ **Compelling Case #2:** Describe 3 strategies you could use to craft your role of student to foster more flourishing. Be sure to use all three job crafting strategies in your account. In what ways do you believe your flourishing would be enhanced? (One page, single spaced. Submit on CANVAS before class —be sure to look at expanded assignment details on Canvas).
- ✓ Check point on Flourishing self-intervention. Be prepared to share progress on your self-intervention (what you are doing and why, as well as how you will measure success).

### SUPPLEMENTARY READINGS

1. Berg, J., J. Dutton and A. Wrzesniewski. "Job Crafting and Meaningful Work" In Purpose and Meaning in the Workplace, Washington, DC, APA Books, 2012. <https://drive.google.com/file/d/1545yplqjd1KZm2aOLiS340y-8yuYBPCs/view>
2. Smith, I and M. Kouchaki. "Craft a career that fits your character": <https://hbr.org/2020/03/craft-a-career-that-reflects-your-character>, 2020.
3. CANVAS: Grant, A. M., & Sonnentag, S. 2010. Doing good buffers against feeling bad: Prosocial impact compensates for negative task and self-evaluations. Organizational Behavior and Human Decision Processes, 111: 13-22.
4. Martela, Frank Health benefits of being a giver (altruism): <https://blogs.scientificamerican.com/observations/exercise-eat-well-help-others-altruisms-surprisingly-strong-health-impact/?platform=hootsuite>
5. Generosity burnout—what to do about it?: <https://hbr.org/cover-story/2017/01/beat-generosity-burnout>. Wonderful podcast on this as well: <https://hbr.org/ideacast/2017/01/generosity-burnout>

6. Important article on the power of meaning on the body: <http://www.theatlantic.com/health/archive/2013/08/meaning-is-healthier-than-happiness/278250/>
7. Summary of power of nature and breaks at work: <https://hbr.org/2017/06/why-you-should-tell-your-team-to-take-a-break-and-go-outside>
8. How to train your brain to be more optimistic: <https://www.nbcnews.com/better/health/how-train-your-brain-be-more-optimistic-ncna795231>
9. Nice podcast about job design and meaning of work, and the importance of intrinsic motivation based on self-determination theory which highlights the importance of autonomy, relatedness and competence. Speaker is Richard Ryan an Australian Catholic University interviewed by Richard Daley, Best Practice: [http://mpegmedia.abc.net.au/rn/podcast/2017/07/bpe\\_20170722\\_0505.mp3](http://mpegmedia.abc.net.au/rn/podcast/2017/07/bpe_20170722_0505.mp3)
10. Steger, M. Does a meaningful job need to burn you out? Good question: [https://greatergood.berkeley.edu/article/item/does\\_a\\_meaningful\\_job\\_need\\_to\\_burn\\_you\\_out](https://greatergood.berkeley.edu/article/item/does_a_meaningful_job_need_to_burn_you_out)
11. Carrucci and Shappell, 2020. How to job craft as a team: <https://hbr.org/2020/03/how-to-job-craft-as-a-team>

## Session 7 (Feb. 1): Energy, Positive Networks and De-Energizers

### READINGS

1. COURSEPACK: Cross, Baker and Parker: What creates energy in organizations? Sloan Management Review, July 2000.
2. Wayne Baker, "The More You Energize Your Coworkers, the Better Everyone Performs," HBR.
3. COURSEPACK: Dutton, "Dealing with Corrosive Relationships", Chapter 5 in Energize your Workplace, pages 109-138.

### PREPARATION & ASSIGNMENTS

- ✓ Taking stock: Submit 6 hours of your extra readings/attendance on the excel spreadsheet on Canvas. You will have 6 more to complete by the end of the term.

### SUPPLEMENTAL MATERIALS

1. CANVAS: Effects of de-energizing ties & how to manage them Organizational Dynamics (2013) 42, 110-118
2. CANVAS: Baker, W., Cross, R and M. Wooten (2003) Positive Organizational Network Analysis and Energizing Relationships. In Foundations of Positive Organizational Scholarship.
3. CANVAS: Cameron K. (2013) How to create Positive Energy Networks? In Practicing Positive Leadership, pages 49-77
4. CANVAS: Cole, M.S., Bruch, H., & Vogel, B. (2011). Energy at work: A measurement validation and linkage to unit effectiveness. Journal of Organizational Behavior, 33, 445-467.
5. Morelli et al. 2017 Empathy and well-being correlate with centrality in certain social networks: <https://www.pnas.org/content/114/37/9843>
6. CANVAS: Fowler, J. H., & Christakis, N. A. (2010). Cooperative behavior cascades in human social networks. Proceedings of the National Academy of Sciences, 107(12), 5334-5338: <https://www.pnas.org/content/114/37/9843>

7. Nice article on how to mend relationships by Brianna Caza, Mara Olekalns and Tim Vogus: [https://hbr.org/2020/02/how-to-mend-a-work-relationship?utm\\_medium=email&utm\\_source=newsletter\\_daily&utm\\_campaign=dailyalert\\_activesubs&utm\\_content=signinnudge&referral=00563&deliveryName=DM69134](https://hbr.org/2020/02/how-to-mend-a-work-relationship?utm_medium=email&utm_source=newsletter_daily&utm_campaign=dailyalert_activesubs&utm_content=signinnudge&referral=00563&deliveryName=DM69134)
8. This Ted Talk by Nipun Mehta features the dynamics of generosity and motivation—and also sets up insights for the classes on change: <https://www.youtube.com/watch?v=BoV23TJe4UM>. This one is called “Can we create social change without money?” This is one of several Ted talks by Nipun that features riveting example of trust and energy enacted through generosity.
9. Terrific summary of Organizational Network Analysis by David Green 2018: <https://www.linkedin.com/pulse/role-organisational-network-analysis-people-analytics-david-green/>  
 CANVAS: Shawn Achor, Chapter 3 "Surround Yourself with Positive Influencers: In Big Potential? How Transforming the Pursuit of Success Raises our Achievement, Happiness and Well-Being (New York: Currency, 2018 pages 60-86)

## **Session 8 (Feb. 3): Positive Organizational Routines and Practices (Special guest, Shawn Crowley, Co-CEO of Atomic Object, Look at Atomic Object’s website)**

### READINGS

1. CANVAS: Kim Cameron, Carlos Mora, Trevor Leutscher, and Margaret Calarco. (2011) “Effects of Positive Practices on Organizational Effectiveness” Journal of Applied Behavioral Science, 47(3): 266 - 308. (I am treating org practices and routines as interchangeable.)
2. Jacoba Lilius,,Monica Worline, Jane Dutton, Jason Kanov and Sally Maitlis, (2011) Understanding Compassion Capability. Human Relations: <https://drive.google.com/file/d/101EEAlGfVQkbKwybSYJ05jtECkwVrnXS/view> (This is an academic article about a truly positively deviant unit at Jackson Community Hospital in Jackson Michigan. Pay attention to the practices (routines—repeated way of doing things) that help to explain positive connections between people and the resulting unit-level capability in the organization. What routines does your club or favorite organization have in place that affect elements of the flourishing triangle and resulting firm-level capabilities?)
3. Listen to this short video by Brian Pentland at Michigan State and his explanation of organizational routines: <https://www.youtube.com/watch?v=UAA0kw1zZoA>

### SUPPLEMENTAL MATERIALS

1. An additional goodbye routine for Hopelab: <https://youtu.be/fl9vIUBUeME>  
 CANVAS: Cable et al. The Powerful Way Onboarding Can Encourage Authenticity, Harvard Business Review 2015.

## **Session 9 (Feb. 8): Positive Culture (beam in special guest, Chris Murchison)**

### READINGS

1. Here is a summary of Ed Schein’s model of organizational culture which is one of the most broadly used: <https://www.toolshero.com/leadership/organizational-culture-model-schein/>

2. COURSEPACK: Sigal Barsade and Olivia O’Neill, “Manage Your Emotional Culture,” HBR.
3. COURSEPACK: Emma Seppala and Kim Cameron, “Proof That Positive Work Cultures Are More Productive,” HBR.

#### PREPARATION & ASSIGNMENTS

- ✓ **Compelling Case #3:** Describe the positive culture of an organization or a team (or group) you have been a part of. What makes the culture positive? What are the impacts of being in a positive culture on you and on others? (One page, single spaced. Submit on CANVAS before class..)

#### SUPPLEMENTAL MATERIALS

1. CANVAS: Cameron, K. (2013) “How to Create a Culture of Abundance” In Practicing Positive Leadership San Francisco: Berrett-Koehler pages 19-47.
2. CANVAS: Sisodia, Sheth and Wolfe, (2014) “Culture: The Secret Ingredient” In Firms of Endearment (Upper Saddle River, N.J. Pearson Education, pages 163-190
3. CANVAS: M. Glynn and L. Watkiss .“The Generative Potency of Cultural Symbols.” In Handbook of Positive Organizational Scholarship
4. Here is a video with a more extensive explanation of Schein’s culture model:  
<https://www.youtube.com/watch?v=aSbBxwxZiIY>
5. Mandy O’Neill speaks in Positive Links about Positive Emotional Culture: How Positive Emotions at the Heart of Corporate Culture Affect Your Well--Being and Your Company’s Bottom Line:  
<https://www.youtube.com/watch?v=AtWnqOElhwE&feature=youtu.be>
6. How to build a learning culture or a culture with high levels of psychological safety? By Adam Grant 2021: <https://www.strategy-business.com/article/Building-a-culture-of-learning-at-work>  
  
Another very practical article about building psych safety and promoting courageous conversations:  
<https://www.fearlessculture.design/blog-posts/exercises-to-promote-psychological-safety-in-your-organization>
7. Blogs by Ari Weinzwieg from Zingtrain about the importance of organizational culture: (<https://www.zingtrain.com/blog/the-importance-of-organizational-culture/>) and how small actions can cultivate a healthy org soil as an apt metaphor for an organizational culture:  
<https://www.zingtrain.com/blog/another-deep-look-at-how-we-can-continue-to-enhance-our-cultural-soils/>

## Session 10 (Feb. 10): Engaging Positive Change (I) Microsoft (Special guests, Christopher Owen and Kashay Sanders)

#### READINGS

1. [PREPARE CASE] COURSEPACK: Satya Nadella at Microsoft: Instilling a Growth Mindset (lbs Cs-18-008)A
  - a. What makes you believe Satya Nadella is a positive leader?
  - b. What actions did he take to address the problems and reposition Microsoft?
  - c. In what ways was the change process positive? How did the process he used to create change unleash positive emotions, positive connections or positive meaning?

## SUPPLEMENTAL MATERIALS

1. CANVAS: Cooperrider and Goodwin, Positive Organizational Development. In the Handbook of Positive Organizational Scholarship. Take a look at Table 56.1 (on page 741) in this chapter as it provides a wonderful summary of core principles of strength-based approaches to positive organizational development and change. Here also is a great 20 min. podcast on David's most recent model of positive change (interviewed by Michele McQuaid):

<http://www.michellemcquaid.com/podcast/mppw03-david-cooperrider-new-model-change/>

Another summary of appreciative inquiry practice during a webinar run during the pandemic by the Appreciative Inquiry Center:

[https://zoom.us/rec/play/u5Ikfrz5rTw3EtStuASDBP99W43oKqms2iZP\\_PtezEmyU3ELYwajZ7FAMeJcOrJl62ASnpMVtHkTI7b1?startTime=1585828422000](https://zoom.us/rec/play/u5Ikfrz5rTw3EtStuASDBP99W43oKqms2iZP_PtezEmyU3ELYwajZ7FAMeJcOrJl62ASnpMVtHkTI7b1?startTime=1585828422000)

2. Nice summary article from McKinsey on 4 Building Blocks of Change:  
<http://www.mckinsey.com/business-functions/organization/our-insights/the-four-building-blocks--of-change?cid=other-eml-alt-mkq-mck-oth-1607>

## Session 11 (Feb. 15): Engaging Positive Change (II) Business and Finance at U of M (Special guest, Amy Bunch)

### READINGS

1. COURSEPACK: Golden-Biddle and Mao. What makes and organizational change process positive? In the Handbook of Positive Organizational Scholarship
2. Small changes matter—think about a 1% change! By CPO CO-founder , Bob Quinn:  
<https://robertequinn.com/uncategorized/how-to-implement-a-one-percent-change/>

## Session 12 (Feb. 17): Integrating the Whole with Integrative Maps

### PREPARATION & ASSIGNMENTS

- ✓ Integrative map due in class.
- ✓ Bring 8 copies to share! Be prepared to present and discuss your map with other students.
- ✓ Bring a master map to hand in

## GRADING AND ASSIGNMENTS

### COURSE EXPECTATIONS

The course will move quickly, so it is extremely important that you do all the reading before the class period where it will be discussed. Class sessions will be interactive and will often use the readings as the launching point for activities. You cannot rely on a lecture in class to provide you with the main points from the readings; it's important that you discern the main points yourself prior to class sessions.

## GRADED DELIVERABLES

- Compelling Case Examples (30% total grade)
- Flourishing self-intervention (40% of total grade)
- Integrative Understanding Assignment (visual and narrative; 30% total grade)
- Log of 12-hour investment in additional POS materials (no additional points but required to get credit for the course)

### → COMPELLING CASE EXAMPLES

You will prepare three compelling case examples (CCE), each one worth 10 points. Each CCE should be no more than 1 page, single-spaced, with 11-point or larger font.

These short papers ask you to focus on a key POS concept from a POS perspective and to demonstrate your understanding by being able to provide and describe a compelling example and analyze it using your understanding of the readings for that week. The points on these assignments will be allocated based on 1) clarity and appropriateness of your example; 2) demonstrated understanding of the research and concepts in doing your analysis of the example; and 3) clarity of your writing.

Submit on CANVAS. **BEFORE CLASS** . Any late papers will be penalized 3 points per day.

### → FLOURISHING SELF-INTERVENTION

As a way of taking stock of your own experience of flourishing and taking active steps to increase it, we would like you to analyze the factors that contribute to and detract from your own experience of flourishing in a group or organization that matters to you. We will score this assignment based on your creativity in implementing a flourishing intervention and your ability to link it to concepts from class, not based on your success or failure in changing your sense of flourishing. We encourage you to be experimental and really try out the material, whether it succeeds or fails – we will all learn! We will check in on how you are doing with your intervention on flourishing on **Jan. 27**.

This assignment requires you to choose and execute one intervention during our weeks together to increase your overall level of flourishing. You will need to tell us what you mean by flourishing, and link it to topics from class. In no more than 5 double-spaced pages (11 point font), please use the concepts we have discussed and you have read about in class to:

- ✓ Describe in what ways you are flourishing and not flourishing in a current organization of which you are a part (could be a club, volunteer org, group or whole department or school) Make clear your definition of flourishing(10 points)
- ✓ Pick one area to improve to enhance your current level of flourishing.
- ✓ Describe a change that you have made to increase your flourishing.
- ✓ Explain why you believed this change would impact your flourishing, drawing from materials covered in this course. Be sure to use the research from the class and the extra readings to justify your intervention (10 points)
- ✓ Analyze how effective your intervention was and why you believe it was effective or ineffective (10 pts)
- ✓ If you were going to recommend this intervention to someone else, how would you change it? Why? Use your research to justify your answer (10 points)

Please submit on email to Jane ([janedut@umich.edu](mailto:janedut@umich.edu)) and submit on CANVAS by **midnight on Wed. Feb. 23**

## → POS INTEGRATIVE MAP

This assignment asks you to integrate what you have learned visually and through a narrative that explains the visual depiction you create. Your deliverable is:

- ✓ A visual depiction of POS that captures your understanding of the field (Integrative MAP)
- ✓ A one-page explanation of your Integrative MAP (can be single-spaced).

This visual artifact should function like your personal map of POS, to represent how YOU see the sub-field of POS—its core assumptions, its core questions, and its unique insights. The visual display should be condensed into one 8X10” or 8.5x11” page.

- On one side of the artifact, show the visual representation.
- On the other side of the page, provide a written explanation of your visual map of POS.

Let your creative juices flow. The Integrative Map will be graded on a score of 30 possible points, which will be awarded on the basis of **creativity** (10 points; focus on making the assignment your own, reflective of your unique point of view and creative genius), **clarity of structure** (10 points, focus on the main ideas and their organization, structure, or logic; e.g. can we follow the structure and logic captured in the map easily and clearly?), and **accuracy of content** (10 points; focus on conveying main principles and ideas in ways that are concise and accurately distilled).

Please bring 8 copies of your MAP assignment the day it is due (**Feb. 17**) and be prepared to turn in your original plus a copy on the **17th at the end of class**.

## → ADDITIONAL MATERIAL REQUIRED

You will need to engage in 12 hours of self-directed contact with POS material. Please sign up, attend read or listen to 12 total hours from the following available events (more options may become available during the term). You could also choose to read material from the supplemental readings from each class. All of the events you attend or view or material you read must be recorded through the Contact Hours Log found on the MO 455/555 Canvas site **by 2/25 at noon**. The first 6 hours of this supplementary work must be completed and submitted by **1/27 by 12 noon**. In addition to the name and date of the event, you will be asked to include two major takeaways from your interaction with the material.

### Campus Events:

Date & Time	Guest / Topic	General description	Location	How to RSVP
1/21/2022 11:30 AM – 1:00 PM ET	Huddle: Laura Byars, Vice President, Human Performance at Blue Cross Blue Shield of Michigan	Large group Friday learning sessions to engage with organizational and academic leaders who equip and inspire students with case studies, pioneering research, and organizational practices.	B1590 Corner Commons	Email Stacey Scimeca at <a href="mailto:sscimeca@umich.edu">sscimeca@umich.edu</a>
1/25/2022	Positive Links: Maryam Kouchaki, Associate Professor of	An hour-long event series, free and open to the public, offers inspiring and practical	Online	<a href="#">Register Online</a>



1:00 - 2:00 PM ET	Management and Organizations, Northwestern University	science-based strategies to build and bolster thriving organizations.		
1/26/2022 10:00 - 10:30 AM	3 Thriving Tips: 3 Ways to Make First Moments Matter	Small group event series to quickly introduce science of thriving practices that have been tried and tested through CPO programs.	B1584	Email Stacey Scimeca at <a href="mailto:sscimeca@umich.edu">sscimeca@umich.edu</a>
1/27/2022 2:00 - 2:30 PM	3 Thriving Tips: 3 Ways to Make First Moments Matter	Small group event series to quickly introduce science of thriving practices that have been tried and tested through CPO programs.	B1584	Email Stacey Scimeca at <a href="mailto:sscimeca@umich.edu">sscimeca@umich.edu</a>
2/11/2022 11:30 AM – 1:00 PM	Huddle: Rich Smalling, Former CEO/President of American Innovations	Large group Friday learning sessions to engage with organizational and academic leaders who equip and inspire students with case studies, pioneering research, and organizational practices.	B1590 Corner Commons	Email Stacey Scimeca at <a href="mailto:sscimeca@umich.edu">sscimeca@umich.edu</a>
2/16/2022 10:00 - 10:30 AM	3 Thriving Tips: 3 Ways to Make Last Moments Matter	Small group event series to quickly introduce science of thriving practices that have been tried and tested through CPO programs.	B1584	Email Stacey Scimeca at <a href="mailto:sscimeca@umich.edu">sscimeca@umich.edu</a>
2/17/2022 2:00 - 2:30 PM	3 Thriving Tips: 3 Ways to Make Last Moments Matter	Small group event series to quickly introduce science of thriving practices that have been tried and tested through CPO programs.	B1584	Email Stacey Scimeca at <a href="mailto:sscimeca@umich.edu">sscimeca@umich.edu</a>
2/17/2022 4:00 - 5:00 PM	Positive Links: Andy Hoffman, Holcim Professor of Sustainable Enterprise, University of Michigan	An hour-long event series, free and open to the public, offers inspiring and practical science-based strategies to build and bolster thriving organizations.	In Person TBA	<a href="#">Register Online</a>
TBA	Alumni Hour	Small group event that invites CPO alumni visitors to share about their journeys as change makers and researchers.	TBA	Email Stacey Scimeca at <a href="mailto:sscimeca@umich.edu">sscimeca@umich.edu</a>

**On The CPO Website (<http://positiveorgs.bus.umich.edu/>):**

**(Many are part of earlier Positive Links presentations) that are available on Youtube at <https://www.youtube.com/playlist?list=PLEXsazxyQoYbTcdweubcQRyCcsYLa5WbO> )**

1. Wayne Baker, Prosocial Behavior in Organizations: Positive Emotions or Strategic Reputation? (1 hour)
2. Oana Branzei and Neil Hetherington Cultivate Hope: Found, Not Lost (1 hour)

3. Kim Cameron, Taking Stock: Strengths and Limitations in Positive Leadership (1 hour)
4. David Cooperrider A New Change Equation that's Changing Everything for Organizations (60 minutes)
5. Stephanie Creary, Creating More Inclusive Workplaces in an Era of Discord – The Power of Helping Across Differences (1 hour)
6. Alison Davis-Blake, Organizational Miracles: The Role of Positive Organizing in Recovery from Crisis (1 hour)
7. Scott DeRue, How-can-positive-workplaces-solve-global-challenges? (1 hour)
8. Jane Dutton, Compassion at Work (1 hour)
9. Jane Dutton and Monica Worline, Putting High Quality Connections into Practice (60 minutes)
10. Barbara Fredrickson, Positivity Resonates (1 hour)
11. Theresa Glomb, Let's Make Work Better (1 hour)
12. Jody Hoffer Gittel, Transforming Relationships for High Performance (1 hour)
13. Andy Hoffman, Finding Purpose: Environmental Stewardship as a Personal Calling (1 hour)
14. Dave Mayer, Create and Ethical Organization (1 hour)
15. Dan McAdams, Affirming the Self to Reduce Conflict, Stress, and Underperformance (1 hour)
16. Mandy O'Neill, Positive emotional culture: How positive emotions at the heart of corporate culture affect your well-being and your company's bottom line
17. Sarah Pressman, The Surprising Effects of Smiling on Stress, Health, and Behavioral Outcomes (1 hour)
18. Bob Quinn, Becoming who you really are (55 minutes)
19. Ryan Quinn, Learning from Success (1 hour)
20. Laura Morgan Roberts, Construct Positive Identities! (1 hour)
21. Carol Ryff, Eudaimonia in Work and Family Life: Findings and Reflections (1 hour)
22. Michelle Segar, No Sweat--Leveraging Science to Concurrently Foster Employee Health and Well-being and Organizational Thriving (1 hour)
23. Raj Sisodia, How Business Can Become the Primary Agent For the Healing Society (60 minutes)
24. Vic Stretcher, What-matters-most-living-and-working-with-purpose (20 minutes)
25. Lea Waters, Gratitude at Work--Hearts, Minds, and the Bottom Line (20 minutes)
26. Robert Vallerand, The Role of Passion in Facilitating Optimal Functioning in Employees and Organizations (1 hour)
27. Bob Quinn and Vic Stretcher Finding Purpose in a Time of Uncertainty (1 hour)

**Additional Great Videos (also would love additional suggestions if you find some gems):**

1. Shawn Achor's Ted Talk [https://www.ted.com/talks/shawn\\_achor\\_the\\_happy\\_secret\\_to\\_better\\_work](https://www.ted.com/talks/shawn_achor_the_happy_secret_to_better_work) (20 minutes)
2. Matt Lieberman's Ted Talk <https://www.youtube.com/watch?v=NNhk3owF7RQ> (20 minutes) and recent talk at Google <https://www.youtube.com/watch?v=h7UR9JwQEYk>
3. Teresa Amabile Ted Talk <https://www.youtube.com/watch?v=XD6N8bsjOEE> (20 minutes)
4. Adam Grant Leading Quietly <https://www.youtube.com/watch?v=7YC0G-ZA8gU&app=desktop> (1 hour)
5. Adam Grant Ted talk Are you a giver or a taker? | TED Talk | TED.com [https://www.ted.com/talks/adam\\_grant\\_are\\_you\\_a\\_giver\\_or\\_a\\_taker](https://www.ted.com/talks/adam_grant_are_you_a_giver_or_a_taker)
6. Barry Schwartz The way we think about work is wrong (8 minutes) [https://www.ted.com/talks/barry\\_schwartz\\_the\\_way\\_we\\_think\\_about\\_work\\_is\\_broken?language=en](https://www.ted.com/talks/barry_schwartz_the_way_we_think_about_work_is_broken?language=en)  
Our Loss of Wisdom [https://www.ted.com/talks/barry\\_schwartz\\_on\\_our\\_loss\\_of\\_wisdom?language=en](https://www.ted.com/talks/barry_schwartz_on_our_loss_of_wisdom?language=en) (20 minutes – refers to the cleaner study that included Candace Billups who we saw on tape talking about her work as cleaner at the Cancer Center.

7. Karen Golden-Biddle Liminality as Cultural Process for Cultural Change [https://www.youtube.com/watch?v=J\\_MISjcHikU&app=desktop](https://www.youtube.com/watch?v=J_MISjcHikU&app=desktop) (13 minutes)
8. Angela Duckworth The Key to Success: Grit [http://www.ted.com/talks/angela\\_lee\\_duckworth\\_the\\_key\\_to\\_success\\_grit](http://www.ted.com/talks/angela_lee_duckworth_the_key_to_success_grit) (7 minutes)
9. Carol Dweck (best known for work on growth mindsets) The power of yet <https://www.youtube.com/watch?v=J-swZaKN2lc> (12 minutes)
10. Ellen Langer (well known for her work on mindlessness and mindfulness) Mindful leadership, health and the power of possibility (42 minutes) 2011 (just google search this talk and her name—the address is too long to include here)
11. Sonja Lyubomirsky 2014 The Science of Happiness [https://www.youtube.com/watch?v=AJzXFfs4\\_3yU](https://www.youtube.com/watch?v=AJzXFfs4_3yU) (45 minutes)
12. Ingrid Fetell Lee Where joy hides and how to find it [https://www.ted.com/talks/ingrid\\_fetell\\_lee\\_where\\_joy\\_hides\\_and\\_how\\_to\\_find\\_it](https://www.ted.com/talks/ingrid_fetell_lee_where_joy_hides_and_how_to_find_it) (13 minutes)
13. Warren Nilsson who writes and speaks about social change organizations at TEDxCapeTown <https://www.youtube.com/watch?v=pgBdirLXWhM>
14. Dan Cable Lighting up our working lives. [https://www.headtalks.com/lighting-working-lives/?utm\\_source=New+Active+Subscribers&utm\\_campaign=8caec99e86-Head+Talks+Newsletter+01+07+18&utm\\_medium=email&utm\\_term=0\\_34d7f55fed-8caec99e86-41131281&mc\\_cid=8caec99e86&mc\\_eid=9fa8b5d810](https://www.headtalks.com/lighting-working-lives/?utm_source=New+Active+Subscribers&utm_campaign=8caec99e86-Head+Talks+Newsletter+01+07+18&utm_medium=email&utm_term=0_34d7f55fed-8caec99e86-41131281&mc_cid=8caec99e86&mc_eid=9fa8b5d810) (15 minutes)
15. Elizabeth Dunn and the power of helping (15 minutes) [https://www.ted.com/talks/elizabeth\\_dunn\\_helping\\_others\\_makes\\_us\\_happier\\_but\\_it\\_matters\\_how\\_we\\_do\\_it?language=en](https://www.ted.com/talks/elizabeth_dunn_helping_others_makes_us_happier_but_it_matters_how_we_do_it?language=en)
16. Alia Crum Change your mindset, change the game <https://www.youtube.com/watch?v=0tqq66zwa7g> (18 minutes)

**Check out Recorded Talks From the Positive Business Conference which is held every May at the Ross School of Business (video archives from 2014-2019 here: <https://positivebusinessconference.com/video-archive/>)**

**Interesting And Informative Podcasts (would love more great suggestions here):**

1. Scott Barry Kaufman has a great podcast called The Psychology Podcast that has archive of sessions with researchers working broadly in the area of positive organizational scholarship <https://scottbarrykaufman.com/podcast-archive>
2. You might also find the Work/Life Podcast by Adam Grant to have many sessions that relate to thinking about flourishing at work <https://www.ted.com/podcasts/worklife>
3. Michelle McQuaid has a great set of podcasts that part of her series called Making Positive Psychology Work <https://www.michellemcquaid.com/podcast/>
4. Podcast by Emiliana Simon-Thomas <http://www.gayleallen.net/cm-094-emiliana-simon-thomas-on-how-to-be-happier/> which is part of the Curious Minds podcast by Gayle Allen (40 minutes)
5. Great NPR podcast on kindness, appreciation, civility <https://www.npr.org/podcasts/510298/ted-radio-hour>

**The next three talks expose you to thought leaders working in this space:**

1. Marty Seligman explaining positive psychology to the Dalai Lama (Marty is thought to be the founder of Positive Psychology) (2012) [https://www.youtube.com/watch?v=yVZ\\_mxWuUx8](https://www.youtube.com/watch?v=yVZ_mxWuUx8) (32 minutes)

2. David Cooperrider The power of resilience <https://www.youtube.com/watch?v=-SoAKaTKAYA> (30 minutes) (Dave is a key founder of Appreciative Inquiry which is a change practice that is tightly connected to theories of Positive Psychology and POS)
3. Raj Sisodia Conscious Capitalism Building Fully Human Organizations <http://www.consciouscapitalism.org/node/4434> (Raj is one of the key founders of the Conscious Capitalism movement)

## GRADING DISTRIBUTION

To receive full credit for the course, you must fully attend all classes. Please contact Betsy if you anticipate missing any part of the class. For BBAs the course will follow the required grading distribution for BBA elective courses at Ross. As required by the Business School, grades will follow this curve:

BBAs

A- and above	<60%
B or above	= or < 100%
B-or below	= or > 0%

For MBAs the course will follow the grading curve for electives:

Excellent: 0-35%
Excellent + Good combined: = or < 75%

## ACADEMIC HONOR CODE

Personal integrity and professionalism are fundamental values of the Ross Business School community. This course will be conducted in strict conformity with the Academic Honor Code. The Code and related procedures can be found at [www.bus.umich.edu/Academics/Resources/communityvalues.htm](http://www.bus.umich.edu/Academics/Resources/communityvalues.htm). The site also contains comprehensive information on how to be sure that you have not plagiarized the work of others. Claimed ignorance of the Code and related information appearing on the site will be viewed as irrelevant should a violation take place. Non-Ross Business School students taking the course should also familiarize themselves with the Code as they will be subject to the Code as well while in this course.

To the Students: If you need an accommodation for a disability, please let me know at your earliest convenience. Some aspects of the course, the assignments, and the in-class activities may be modified to facilitate your participation and progress. As soon as you make me aware of your needs, we can work with the Office of Services for Students with Disabilities to help us determine appropriate accommodations. I will treat information you provide as private and confidential.

## ADDITIONAL INFORMATION

### BIO FOR JANE DUTTON

Jane Dutton is the Robert L. Kahn Distinguished University Professor Emerita of Business Administration and Psychology. She joined the University of Michigan in 1989 after being on the strategy faculty at New York University. She received her Ph.D. in Organizational Behavior from Northwestern University.

Jane's research focuses on how organizational conditions enable human thriving. In particular, she focuses on how the quality of connection between people at work affects individual and organizational flourishing. Her research explores compassion and organizations, resilience and organizations, as well as energy and organizations. Her previous work was on the management of strategic change.

Jane has published over 100 articles and book chapters, edited twelve books and written a book for managers called *Energize your Workplace: How to Build and Sustain High Quality Connections at Work* (Jossey-Bass Publishers). She co-edited a book with Gretchen Spreitzer entitled *How to Be a Positive Leader: Small Actions, Big Impact* (San Francisco: Berrett-Koehler). Her latest book (with Monica Worline) is called *Awakening Compassion at Work* (Berrett-Koehler, 2017) which was selected as one of the best books by the Greater Good Science Center and which won the Silver Prize winner of Nautilus Book Award in Business and Leadership. In 2012 she co-edited a book (with Karen Golden-Biddle) titled *Using a Positive Lens to Explore Social Change and Organizations* (New York: Routledge). In 2009 she co-edited a book on *Exploring Positive Identities in Organizations* (with Laura Morgan Roberts, Routledge Publishing). In 2007 she edited *Exploring Positive Relationships at Work: Building a Theoretical and Research Foundation* (with Belle Ragins, Lawrence Erlbaum Publishers). She is a co-founder of the Center for Positive Organizations (see <http://www.bus.umich.edu/positive/>). In 2012 she was awarded the Scholarly Contributions in Management Award for the Academy of Management which is a lifetime achievement award, as well as the Distinguished Scholar Award for the Management and Organizational Cognition Division as well as the Organizational Development and Change Division and Organizational Behavior Division. In 2002, she was awarded the Organization and Management Theory Distinguished Scholar Award, and in 2001 the University of Michigan Senior Scholar Award. In 2003, she won the Researcher of the Year award at the University of Michigan Business School. In 2005 she received the PhD Teaching Award. In 2007 she was awarded a Distinguished University Professorship which is the highest award a university bestows on a professor.

Jane consults and works with a variety of organizations. She serves on the Board of Directors for Kelly Services.

Her joys include spending time with her two grown daughters and husband, her two grandsons, photography, being at the beach, and living with her husband, Lloyd Sandelands, in their converted barn.

## **BIO FOR SARAH ANDES**

Sarah Andes is the Teaching Assistant / Class Coach for "Flourishing at Work", as well as a second year MBA and MA in Education student. Sarah earned her undergraduate degree at the University of Texas, double-majoring in Geography and Plan II and earning a certificate in Social Inequality, Health, and Policy. She started her career as a high school algebra teacher in rural Mississippi through Teach for America. She later joined a start-up focused on civics education, Generation Citizen (GC), and moved to New York City. Sarah served in a variety of roles at GC, including cultivating partnerships with teachers and administrators, creating and facilitating trainings for educators and college volunteers, fundraising, co-orchestrating a state-level legislative advocacy campaign, and ultimately leading program design, innovation, and evaluation as the company scaled nationwide. After leaving GC, she began working as a Research and Impact Fellow for the Center for Civic Engagement and Research (CIRCLE), a part of the Tisch College of Civic Life at Tufts University, where she authors articles based on the center's research and manages (now part-time) a coalition of organizations aiming to strengthen teaching about elections and voting in K-12 schools called the Teaching for Democracy Alliance. She interned in the summer of 2021 at the Boston Consulting Group in NYC and will be returning there after her graduation, intending to align with their People and Organization practice. The through thread extending across her work is a keen interest in exploring how we build, sustain, and improve communities, on the level of a team, classroom, school, organization, city and / or society.

Sarah is on the board of the DEI Committee and the Human Capital Club at Ross and also finds joy in the Wolverine Wine Club. She's a proud twin, a guided tour addict, and an ex-darts player. Most of her life decisions can be traced back to her childhood obsession with *The Newsies*, *Sister Act II*, *A League of their Own*, and *The First Wives' Club*.