COURSE INSTRUCTORS
Jane E. Dutton
Robert L. Kahn Distinguished University Professor of Business Administration and Psychology
4356 Ross
janedut@umich.edu
Office: 734-764-1376 or cell: 734-972-8080
OFFICE HOURS 3-6 on Tuesdays (except on Jan 29th. Will have office hours on the 30th from 3-6 because of visitor)

TEACHING ASSISTANT/ CLASS COACH
Tracy Wolfbiss
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631-885-5737

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 over 12 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:

2. Coursepack – available through Ross

SUPPLEMENTAL MATERIALS

1. Supplemental readings and additional materials for each class session will be added to CANVAS

PART 1: FLOURISHING INDIVIDUALS AT WORK

Session 1 (Jan. 15): Welcome & Introduction
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”

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
✓ Before class listen to Martin Seligman and his focus on flourishing https://www.youtube.com/watch?v=e0LbwEVnfJA

SUPPLEMENTAL MATERIALS
1. Jeff Pfeffer’s new 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
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
Session 2 (Jan. 17): Strengths-based Approaches (Class will be taught by Betsy Erwin)

READINGS
2. Coursepack: Chapters 1-2 in Michele McQuaid’s and Erin Lawn’s book: Your Strength’s Blueprint

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 (see https://www.viacharacter.org/www/)

SUPPLEMENTAL MATERIALS

Session 3 (Jan. 22): Positive Emotions in Organizations

READINGS


**PREPARATION & ASSIGNMENTS**

✓ **Compelling Case #1**: Describe a compelling example from your own experience or from watching an organization leader where you saw the impact of positive emotions that Fredrickson describes. Describe the positive emotions you observed, what caused the positive emotions, and what were the impacts of the positive emotions. (One page, single spaced. Bring a hard copy to class and submit on CANVAS).

**SUPPLEMENTAL MATERIALS**


5. Classic study on gratitude’s impacts by Robert Emmons and Robert McCullough [https://greatergood.berkeley.edu/pdfs/GratitudePDFs/6Emmons-BlessingsBurdens.pdf](https://greatergood.berkeley.edu/pdfs/GratitudePDFs/6Emmons-BlessingsBurdens.pdf)


**Session 4 (Jan.24): Positive Relationships and High Quality Connections in Organizations**

**READINGS**

1. In *How to Be a Positive Leader*: Dutton, J. “Build High Quality Connections”

SUPPLEMENTAL MATERIALS


3. Achor, S. Positive Intelligence Harvard Business Review https://hbr.org/2012/01/positive-intelligence/ar/1


6. 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. (Canvas)


8. Lots of important articles on power of kindness

9. Longest running study of what keeps people happy and healthy (Harvard study of Adult Development) 75 years traced lives of over 700 men

Session 5 (Jan. 29): Positive Self-Meaning in Organizations (visit from Professor Stephanie Creary and Rachel Heydlauff)

READINGS:

1. In How to Be a Positive Leader: Roberts, L.M. “ Cultivate Positive Identities”

http://webuser.bus.umich.edu/janedut/Identity/Pathways_for_Positive_Identity.pdf


PREPARATION & ASSIGNMENTS
✓ Compelling Case #2: Describe an example of a situation where you constructed a positive identity. In what way was this self-identity positive? What were the impacts of seeing yourself this way? What could you do to cultivate this type of positive identity more often? (One page, single spaced. Bring hard copy to class and submit on CANVAS).

SUPPLEMENTAL MATERIALS

2. CANVAS: B. Zander “Being a Contribution” From Zander and Zander, The Art of Possibility (Canvas) 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


5. 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).


7. Also helpful to consider how we get stuck in the negative and why bad is stronger than good (a classic Baumeister et al., 2001). http://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


PART II: FLOURISHING SYSTEMS
In the second half of the course, we switch from a focus on flourishing individuals in work contexts to looking at the organizational and system level, asking what makes a system flourish? Get ready to challenge yourself to
think expansively about the “O” in POS.

Session 6 (Jan. 31): Introduction to Flourishing Systems & Resourcing (Special Guest: Monica Worline)

READINGS
1. In How to be a Positive Leader: Sonenshein, S. “Treat employees as resources not resistors”
2. Coursepack: Feldman and Worline: 2016 “The Practicality of Practice Theory”. Academy of Management Learning Journal, 15:304-324. Here focus on Resourcing Theory which is a key idea in more “macro” approaches to POS.

SPECIAL GUEST: Monica Worline, CEO of EnlivenWork and Faculty Affiliate of the Center for Positive Organizations

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: Feldman, M. and Worline, M. “Resources, Resourcing and Ampliative Cycles in Organizations” In the Cameron and Spreitzer Handbook of Positive Organizational Scholarship
3. I gave a talk on Flourishing at Work, the Flourishing Triangle and Positive Practices at PBC16 https://www.youtube.com/watch?v=ktX8WEg3X3U&feature=youtu.be&t=1h9m48s
4. Important to think about how org-level flourishing (or org-level well-being is different from individual level well-being. A good discussion of this is in CANVAS L. Oades and A. Dulagil “Workplace and Organizational Well-Being” in The Wiley Blackwell Handbook of the Psychology and Strength-based Approaches at Work, (L. Oades, M. Steger and A, Delle Fave and J Pasmore (eds_ 2017 John Wiley and Sons, Ltd. Pages 248-271)

Session 7 (Feb. 5): Org Flourishing and the Power of Collective Purpose and Positive Job Meaning (Special Guest: Doug Lepisto)

READINGS
3. In How to Be a Positive Leader: Wrzesniewski “Engage in job crafting

PREPARATION & ASSIGNMENTS
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)

SPECIAL GUEST: Doug Lepisto is an Assistant Professor in the Department of Management in the Haworth College of Business at Western Michigan University and is an expert on organizational purpose.

SUPPLEMENTAL MATERIALS
1. Gartenberg, Prat Sarefeim Corporate Purpose and Financial Performance (Working paper) (Canvas)
3. Aspen Institute has put together writings and videos on corporate purpose (see https://www.aspeninstitute.org/programs/business-and-society-program/leading-with-purpose/
8. Important article on the power of meaning on the body http://www.theatlantic.com/health/archive/2013/08/meaning-is-healthier-than-happiness/278250/
10. How to train your brain to be more optimistic https://www.nbcnews.com/better/health/how-train-your-brain-be-more-optimistic-ncna795231
11. 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 a Australian Catholic University interviewed by Richard Daley, Best Practice http://mpegmedia.abc.net.au/rn/podcast/2017/07/bpe_20170722_0505.mp3

Session 8 (Feb. 7): Positive Culture (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/


**SPECIAL GUEST:** Chris Murchison, Visiting Leader, Center for Positive Organizations

**SUPPLEMENTAL MATERIALS**


3. Check out these representations of different cultures: [http://www.slideshare.net/tag/culturecode](http://www.slideshare.net/tag/culturecode)

**Session 9 (Feb 12): Energy, Positive Networks and Dealing with De-Energizers**

**READINGS**


**SUPPLEMENTAL MATERIALS**

1. CANVAS Effects of de-energizing ties & how to manage them Organizational Dynamics (2013) 42, 110-118


7. This Ted Talk by Nipun Mehta features the dynamics of generosity and motivation—and also sets up insights for the next class on change [https://www.youtube.com/watch?v=BoV23TJe4UM](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.


No class on Feb. 14 (there will be office hours at the Center for Positive Organizations for anyone needed a fun place to study or questions answered by Tracy Wolfbiss about the remaining assignments)

Session 10 (Feb 19): Engaging Positive Change (Guest through Blue Jeans is Robert Fertig from Microsoft)

READINGS

1. Coursepack: Golden-Biddle and Mao. What makes and organizational change process positive? In the Handbook of Positive Organizational Scholarship

2. PREPARE CASE : Coursepack Satya Nadella at Microsoft: Instilling a Growth Mindset (lbs Cs-18-008)
   a. What was Nadella's diagnosis of the problems at Microsoft?
   b. What actions did he take to address the problems and reposition Microsoft?
   c. How did he accomplish the necessary cultural change and what was his role as a leader?
   d. In what ways was the change process positive?

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/](http://www.michellemcquaid.com/podcast/mppw03-david-cooperrider-new-model-change/)


Session 11 (Feb. 21): Integrating the Whole: 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 two compelling case examples (CCE), each one worth 15 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.

Please bring one hard copy to class the day the assignment is due and submit on CANVAS. Any late papers will be penalized 5 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!

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 pt 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) (10 pts)
✓ 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. (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? (10 pts)

Please submit on email to Jane (janedut@umich.edu) and submit on CANVAS by 9 am on Friday, March 1.

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.21) and be prepared to turn in your original plus a copy on the 21st 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, view or material you read must be recorded through the Contact Hours Log found on the MO 455/555 Canvas site by 2/26 at 9 am. The first 6 hours of this supplementary work must be completed and submitted by 1/31 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.
Huddles at the Center

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<tr>
<td>Jan 25</td>
<td>Tom Paider</td>
<td>11:30am-1pm</td>
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<td>Associate Vice President, IT Build Capability, Nationwide Insurance</td>
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<td>Jan 29</td>
<td>Stephanie Creary</td>
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<td>Organization Design and Culture Consultant, Murchison Consultant Group</td>
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<td>Feb 11</td>
<td>Book Club: Joyful by Ingrid Fetter Lee</td>
<td>8:30am-9:30am</td>
<td>+LAB Book Club</td>
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<td>Feb 15</td>
<td>Rachel Heydlauf &amp; Jen Grodi</td>
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<td>Feb 20</td>
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*Center for Positive Organizations is located on the 2nd floor of the Ross Annex at 914 Hill Street. To RSVP for +LAB Huddles and Pop Ups please email sscimeca@umich.edu and/or RSVP Yes to the Google Calendar Invitation.

Positive Links Sessions this Term

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<tr>
<td>1/29</td>
<td>Stephanie Creary</td>
<td>Creating More Inclusive Workplaces in an Era of Discord – The Power of Helping Across Differences</td>
<td>4-5</td>
<td>Robertson Auditorium</td>
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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=PLEXsaxzyQoYbTcdweubcQRyCcsYLa5WbO

Wayne Baker Prosocial Behavior in Organizations: Positive Emotions or Strategic Reputation? (1 hour)
Oana Branzei and Neil Hetherington Cultivate Hope: Found, Not Lost (1 hour)
Kim Cameron Taking Stock: Strengths and Limitations in Positive Leadership (1 hour)
Alison Davis-Blake Organizational Miracles: The Role of Positive Organizing in Recovery from Crisis (1 hour)
Scott DeRue How-can-positive-workplaces-solve-global-challenges? (1 hour)
Jane Dutton Compassion at Work (1 hour)
Barbara Fredrickson Positivity Resonates (1 hour)
Theresa Glomb Let’s make work better (1 hour)
Jody Hoffer Gittell Transforming Relationships for High Performance (1 hour)
Dave Mayer Create and Ethical Organization (1 hour)
Andy Hoffman, Finding Purpose: Environmental Stewardship as a Personal Calling (1 hour)
Sarah Pressman The Surprising Effects of Smiling on Stress, Health, and Behavioral Outcomes (1 hour)
Bob Quinn Becoming who you really are (55 minutes)
Ryan Quinn L Learning from Success (1 hour)
Laura Morgan Roberts Construct Positive Identities! (1 hour)
Carol Ryff Eudaimonia in Work and Family Life: Findings and Reflections (1 hour)
Michelle Segar: No Sweat--Leveraging Science to Concurrently Foster Employee Health and Well-being and Organizational Thriving (1 hour)
Vic Stretcher What-matters-most-living-and-working-with-purpose (20 minutes)
Lea Waters Gratitude at Work–Hearts, Minds, and the Bottom Line (20 minutes)
Robert Vallerand The Role of Passion in Facilitating Optimal Functioning in Employees and Organizations (1 hour)
Jane Dutton and Monica Worline Putting High Quality Connections into Practice (60 minutes)
Raj Sisodia How Business Can Become the Primary Agent For Healing Society
David Cooperrider A New Change Equation that’s Changing Everything for Organizations

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 (20 minutes)
2. Matt Lieberman’s Ted Talk https://www.youtube.com/watch?v=NNhk3owF7RQ (20 minutes)
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
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
refers to the cleaner study that included Candace Billups who we saw on tape talking about her work as cleaner at the Cancer Center.

   https://www.youtube.com/watch?v=J_M1sMjHiK&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 (7 minutes)

9. Carol Dweck (best known for work on growth mindsets) The power of yet
   https://www.youtube.com/watch?v=J-swZaKN2Ic (12 minutes)

10. Ellen Langer (well known for her work on mindless 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)


12. Ingrid Fettell 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


**Interesting and informative podcasts (would love more great suggestions here)**

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)

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

12. 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 (32 minutes)

13. 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) You can also learn about appreciative inquiry and a strength-based change perspective from Ron Fry speaking for 60 minutes in Sweden in 2016 (see https://mail.google.com/mail/u/0/?shva=1#!/inbox/158deb1699eff5a?projector=1)

14. 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  <90%
B-or below = or >10%

For MBAs the course will follow the grading curve for electives:
   Excellent: 0-35%
   Good: 0-40%
   Pass: 0-25%
   Low Pass: 0-25%
   Fail: 0-25%

ROSS ACCOMMODATIONS

The University of Michigan is committed to providing equal opportunity for participation in all programs, services and activities. Students wishing to receive testing accommodations must register with the University of Michigan Services for Students with Disabilities (SSD) office as soon as possible. Students must then submit their Verified Individualized Services and Accommodations (VISA) form online as early as possible, but no later than two weeks prior to the first test or quiz for which accommodations are requested. Accommodations arrangements are not guaranteed for students who submit their VISA form with less than two weeks’ notice.

Requests must be sent using the Ross Accommodations Request Form and must include a scanned or photographed copy of the VISA form. This form only needs to be submitted once during your academic career with Ross unless your accommodations eligibility expires.

In rare cases, the need for an accommodation arises after the two-week deadline has passed (example: a broken wrist). In these cases, students should still contact SSD and the Ross Accommodations Coordinator. However, due to logistical constraints we cannot guarantee that an accommodation can be made after the two-week deadline has passed.

Questions can be directed to the Ross Accommodations Coordinator at RossAccommodationsCoordinator@umich.edu.

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. 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.

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 current 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 o-edited a book with Gretchen Sprietzer) is 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 just selected as one of the best books by the Greater Good Science Center. In 2012 she co-edited a book (with Karen Golden-Biddle) is 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 at 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, water painting, being at the beach, and living with her husband, Lloyd Sandelands, in their converted barn.

BIO FOR TRACY WOLFBISS

Growing up as the twin of a brother with cerebral palsy, Tracy’s passion and long-term aspiration is to improve the lives of individuals with disease and disability. Tracy spent her undergraduate education at the University of Pennsylvania studying bioengineering and subsequently launched her career as a strategy consultant for leading organizations specializing in the life sciences. Her role as a consultant for nearly six years allowed her to support a multitude of pharmaceutical, biotechnology, and medical device clients, across a range of
therapeutic areas and project types spanning the value chain, from R&D through commercialization of new therapies.

Tracy initially chose to begin her consulting career at a small, boutique firm, Frankel Group, given the unparalleled opportunities to grow and develop professionally in a fast-paced environment with a collaborative culture. However, a little over two years into her tenure, the firm was acquired by a much larger consultancy, Huron Consulting Group. After the acquisition, Tracy was asked to take on a specialized hybrid role designed to help integrate the Frankel Group team with Huron’s existing Life Sciences practice, while maintaining her role leading consulting engagements. During this time, Tracy became energized by building a corporate culture designed to maximize the potential of every team member through robust professional development opportunities such as onboarding, training, and mentorship programs and opportunities for employees to connect with one another outside of project work. Most recently Tracy has enhanced her appreciation for and understanding of people-oriented programs while pursuing my MBA full-time at the University of Michigan through her involvement with the Center for Positive Organizations +Lab Fellow Program and spending her MBA internship summer at American Express on their Global Leadership and Learning team.

Tracy moved to Ann Arbor from New York City and lives with her husband and fellow classmate, Andrew Cohen. When she isn’t in class, Tracy can be found running, exploring Ann Arbor (especially in the warm weather!), traveling to NY, CT, and FL to visit family, or listening to a favorite podcast.