

MO 355
SPRING 2021

MAGNIFY
The Science and
Practice of Thriving
at Work
(and Beyond!)

Monica Worline & Betsy Erwin
Tuesdays, Wednesday, Thursdays
10:00am – 2:00pm Live Zoom Sessions

The adventure begins!

CENTER FOR
POSITIVE
ORGANIZATIONS
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An Adventure in Thriving

With the pandemic and the changing conditions of work and life in the foreground of lives this year, we enter on the journey of the Magnify Program in a spirit of adventure! We will embrace the idea of mutual discovery and exploration, and we will probably get lost together a few times, too! We will experience the thrill of finding new things that we love, and the challenge of finding our way through the unknown.

A course metaphor is fun and invites us into play with purpose, which is one of the Magnify principles that guides our design of the Program each year. It also works toward our thriving, because it holds out an image of the kind of experience and future that we want to live our way into and offers an image of the course that puts us in the mindset we need to engage in exploration, discovery, fun and thrill. As we will study and work together, this image is an important active ingredient in shaping our experience.

Pragmatically, the course metaphor gives us a simple and powerful structure for each class. Every MAGNIFY LIVE Zoom session will include three aspects you'd find on an adventure: PACKING, EXPLORING, and SAVORING. This structure will help us manage and make sense of all the different activities and requirements that an adventure demands.



Magnify Purpose

Magnify offers students from across the University of Michigan a chance to immerse in the science and practice of thriving at work. Thriving organizations are characterized by a state of optimal functioning that are marked by the simultaneous experience of excellent performance and substantial human well-being. The purpose of the Magnify Program is to develop a rigorous grounding in the science and practice of creating thriving organizations - at work and beyond.



Magnify Aspirations and Expectations

We aspire to create a program that develops a combination of knowledge, skilled practice, and imaginative capacity, equipping us to both imagine thriving organizations and bring them to life in our daily realities. Magnify offers the opportunity to learn to envision and bring forth the potential for thriving in people, groups, organizations, and communities that are important to you. And because Magnify is an

experiential action learning immersion, we will have the chance not only to know about and study the science of thriving, but to examine and experiment with the ideas in our daily lives and in “real-life” work organizations.

The Magnify Program aspires to create an interpersonal environment where people feel welcomed, included, valued, and safe to learn. This community enables us to take more risks, create new ways of being and knowing, and engage in new ways, with the ultimate aim that we all learn more. In other words, we aspire to create a thriving learning community, one that offers a view of teaching and learning in ways that call forth the best in people. We know we are in a thriving learning community when we see indicators such as engaged learning, curiosity, deep listening, great questions, generative conversations, excellent performance on deliverables, high energy, compassion, health, growth, creativity, and resilience.

Because Magnify is an immersion program with rigorous demands, you can expect an all-encompassing learning experience that features a blend of classroom-based learning, digital collaboration, teamwork, workshop-style experiences, and more. You will have a chance to work with a partner organization on a real-world deliverable that must meet high standards. You’ll find a demanding and supportive learning environment and an intentionally playful and purposeful program culture, which is stewarded by a dedicated teaching team.

Intensive Schedule Packed with Variety of Experiences

We will meet Tuesdays, Wednesdays, and Thursdays from 10:00am to 2:00pm (Eastern Time Zone) in the Magnify Zoom Classroom. You will find the Magnify Zoom Classroom link in the Magnify Canvas site.

During this time together, we will engage in a variety of different learning modalities. We will take several short energy breaks, with a half hour off for a lunch break from approximately 12:00 – 12:30 each session.

We will set norms for having cameras turned on for our engaged learning activities (unless you encounter a technological difficulty). We will use breakout discussions often, and they will be guided with direct questions and instructions. We will also require that you use additional digital collaboration tools, such as digital visualization tools and whiteboards, which will require you to be active and fully engaged. This will not be the kind of Zoom session where you kick back and passively listen, at least not for the majority of the time we are together! Because of the rigorous demands for technology engagement, we want to support you with any help you may need. If technology is presenting any difficulties, please make an appointment with Monica or Betsy, flag a coach, or seek out Stacey to discuss options for

support. We want you to have a great experience in Magnify, and we are here to help make that happen!

Action Learning Placement

We will engage with partner organizations as field researchers who are seeking to understand thriving organizations and how to unlock their potential. You will learn and engage in field research methods as needed. The schedule for action learning will be determined in part by the needs of our partners, and there may be action learning activities outside of the MAGNIFY LIVE Zoom session times, as directed by your partner organizations.

You will attend 4 remote Discovery Sessions with your organization partner during MAGNIFY LIVE time, on four Wednesdays of the program. We will review the schedule in detail, and you can find a living, constantly updated schedule page in the Magnify Canvas site.

Commitments you make to your organizational partners require that you:

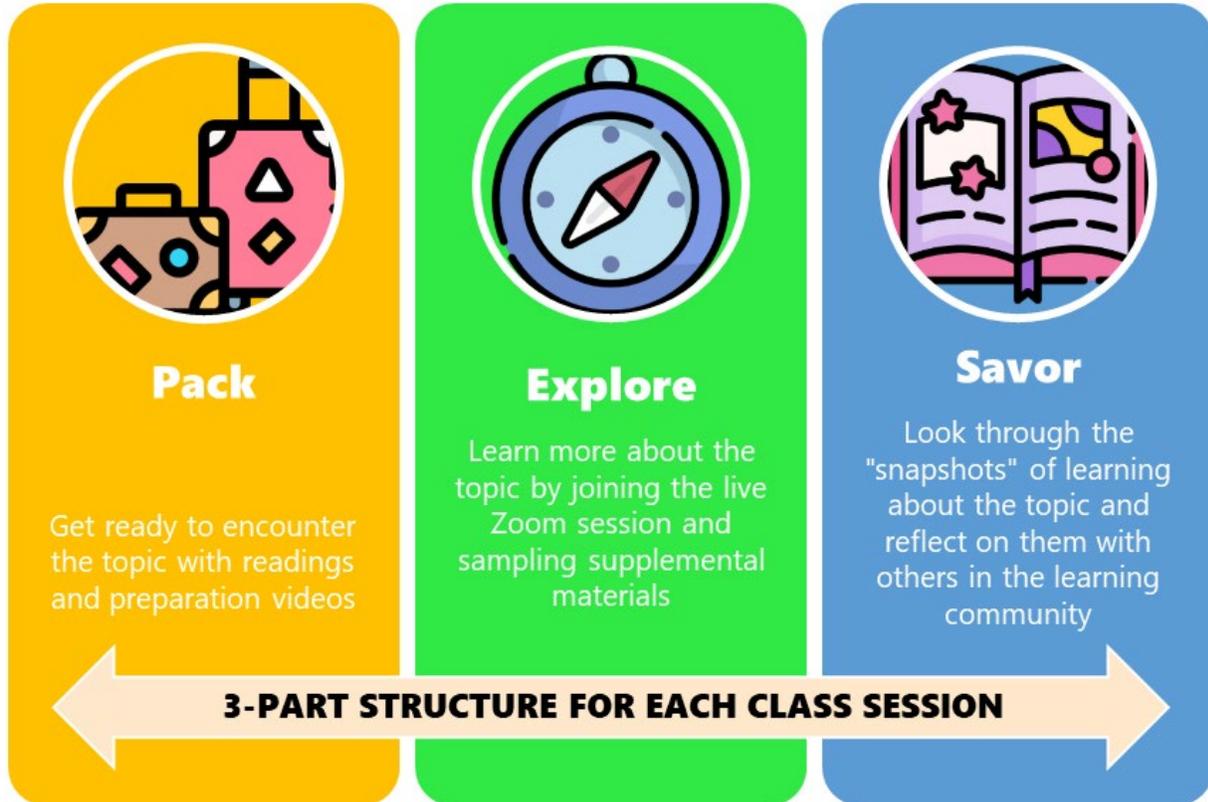
- Prepare in advance of meeting our organizational partners to understand the organizations and their missions and purposes.
- Engage as field researchers, using interviews, observations, and analysis of existing data to illuminate how our partners can amplify thriving in their organizations. Attend all Discovery Sessions with your partner organization.
- Attend all additional action learning activities unless absolutely unable to be present. We will discuss these activities and the outside of class time commitments as you ramp up with your action learning team. Your team will have a dedicated action learning coach to help you understand and navigate these responsibilities.
- Meet with your teaching team of faculty and coaches every week. These meetings will guide you as you interpret your data, link to existing research, and synthesize your findings into unique deliverables.
- Deliver a customized online presentation and deliverable that is energizing and insightful. We will build an online deliverable together as we focus on enhancing thriving in trying times.

Reinventing Reflection in Action

Magnify invites you to think about your own thriving at work and beyond. All members of Magnify will share in the creation and display of a portfolio of reflections, skills, and accomplishments that we will celebrate in a concluding reflective showcase.

Course Structure

Each class will follow a 3-part structure that supports our adventure, as shown below:



1 | PACK

This is the preparation step for all MAGNIFY LIVE sessions. Think about packing for a big adventure—that's the same idea here. You are gathering up all the ideas, questions, and mindsets you will need to go exploring.

Pre-work for every session is included in the packing phase, including custom videos to orient you to the main points of the topics and readings to introduce you to thought leaders and experts in the field.

You will need to access all course materials via the Magnify Canvas site. You will need to purchase or secure the book for the course: *How to Be a Positive Leader: Small Actions, Big Impact*. (2014). J. Dutton & G. Spreitzer, Eds. San Francisco: Berrett-Koehler Publishers. You can get this book as a free e-book through the University of Michigan library system. You will need to follow this link, which will request your authentication: <https://ebookcentral-proquest-com.proxy.lib.umich.edu/lib/umichigan/reader.action?docID=1565989>

2 | EXPLORE

You've arrived at a land of new ideas, and in this part of the adventure you engage with them and with one another and the Teaching Team to explore their meaning. Exploring includes MAGNIFY LIVE Zoom sessions, plus a wealth of supplemental reading materials, videos, podcasts, and other sources that will take you deeper into the ideas and show you new ways to use them in your work and life.

Magnify will open the door to an entire field of research and thinking that extends far beyond just the material we can read in one course. To introduce you to the array of resources beyond the scope of our class, take a look at the thought leaders in the field: [Here is a book list](#) of writers who are working in areas related to Positive Organizational Scholarship and the science of thriving.

3 | SAVOR

Getting to the "end" of an adventure isn't really the end at all! You can look back at the photos, share the stories, and savor the memories. Just as you might build a photo album or collage of your favorite snapshots, we will use time after each MAGNIFY LIVE session to capture, share and savor insights and key ideas.

Each MAGNIFY LIVE session will end with an activity to help you look back, savor, and reflect on what you've learned. They must be completed by 10am the next morning. These are called SAVORING SNAPSHOTS.

Magnify will give you a total of 18 Savoring Snapshots throughout the course. Many of them will involve digital collaboration tools of some kind. Instructions will be given in the Magnify Canvas Site for each activity. Savoring activities will very often be shared with others in our course community, giving us an opportunity to connect more deeply and get to know one another in new ways.



Overview of the Science of Thriving: Housed at Michigan Ross and Growing Around the Globe

The Magnify Program is an immersion in the field of Positive Organizational Scholarship (POS), from which we will distill insights about what social and organizational science can tell us about thriving organizations. As a deep dive into both the science and

practice of thriving organizations, the Magnify Program offers a holistic experience that is unique in its depth and power.

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 thriving. Thriving is a term that captures the optimal state of functioning of individuals and organizations, with indicators such as engagement, health, growth, and creativity. In the science of thriving, we will be using the term thriving synonymously with the term flourishing, which is often used in the study of Positive Psychology. However, our emphasis is different, as we will look at thriving as involving simultaneous optimal functioning for both people and systems.

POS draws from multiple theoretical perspectives in the interdisciplinary field of organizational studies to focus on what enables people, teams, and organizations to thrive. The Ross School of Business is a home of strength in the POS perspective, where the Center for Positive Organizations has been a hub for the development and dissemination of these ideas for over 15 years. The 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 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. 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. You will have the opportunity to experience this for yourself, as a benefit of participation in Magnify, as we will be invited to attend the Positive Business Conference at Ross on May 13 and 14.



Magnify Learning Objectives

We have four primary learning objectives in Magnify, each with specific requirements in order to meet those objectives. You can learn more about the deliverables associated with these objectives (Savoring Snapshots, Monday Maps, Thriving Resume) in the section below. Each deliverable is related to one or more learning objectives in Magnify.

1. Understand, engage, and develop knowledge related to core ideas in the science of thriving organizations.

In order to meet this objective, we must:

- ✓ Gain familiarity, literacy, and fluency with core ideas and research findings in the science of thriving organizations
- ✓ Effectively communicate key ideas and research findings related to the science of thriving organizations

This objective is evaluated, measured, or assessed by:

- ✓ Completion of Savoring Snapshots that relate to key research findings and communication of the ideas
- ✓ Magnify Monday Maps that relate to understanding of key concepts

2. Apply concepts, methods, tools, and practices related to the science of thriving to enhance thriving organizations.

In order to meet this objective, we must:

- ✓ Articulate and explain how research and knowledge related to the science of thriving organizations has been applied in various organizational contexts
- ✓ Experiment with the opportunities and limits of the applications of the science of thriving in

This objective is evaluated, measured, or assessed by:

- ✓ Completion of Savoring Snapshots that relate to the applications of the science of thriving organizations
- ✓ Completion of action learning discovery sessions and organization partner deliverables, including final action learning presentation
- ✓ Completion of application sections of your Thriving Resume

3. Apply key ideas and research findings from the science of thriving organizations to improve your own thriving.

In order to meet this objective, we must:

- ✓ Reflect on your own thriving to foster growth
- ✓ Synthesize key ideas and research findings into recommendations for fostering your own thriving in different contexts and environments

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- ✓ Create a plan for your own thriving at work and beyond

This objective is evaluated, measured, or assessed by:

- ✓ Completion of Savoring Snapshots that relate to self-reflection and self-assessment of your thriving
- ✓ Completion of self-oriented sections of your Thriving Resume

4. Work cooperatively with a diverse team of peers dedicated to creating a thriving team in service of a thriving community

In order to meet this objective, we must:

- ✓ Understand our own and others' strengths and use those strengths in a team context to foster thriving for ourselves and our teammates
- ✓ Work with others in a respectful, engaged learning community
- ✓ Investigate the potential for enhancing thriving in an organizational partner by collaboratively gathering and analyzing field data
- ✓ Interpret, share, and synthesize qualitative field data to illuminate opportunities and potential for thriving
- ✓ Present a deliverable to a partner organization that is invested in expanding its potential for thriving

This objective is evaluated, measured, or assessed by:

- ✓ Completion of action learning discovery sessions and other action learning activities with an organizational partner
- ✓ Completion of the team reflection section of your Thriving Resume



Materials for Our Adventure

To complete the course you will need to regularly access the Magnify Canvas site, which will house links to a variety of materials and digital collaboration tools that we will use regularly. MAGNIFY LIVE sessions will be held on Zoom, through the Zoom link shared in the Magnify Canvas site.

You will also need:

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- The book *How to Be a Positive Leader: Small Actions, Big Impact*. (2014) J. Dutton & G. Spreitzer, Eds. San Francisco: Berrett-Koehler Publishers.
 - You can get this book as a free e-book through the University of Michigan library system. You will need to follow this link, which will request your authentication:
<https://ebookcentral-proquest-com.proxy.lib.umich.edu/lib/umichigan/reader.action?docID=1565989>



The Spirit of Adventure: Magnify Policies

We invite all students to share ideas for how we can make the course more accessible and inclusive at any time. We will seek written feedback on course processes after each session and we will make ourselves available outside of class by appointment as well as during office hours. You have an entire teaching team of coaches who are eager to support you!

We want to hear from you! These are such unusual times and we know everyone's experience of the pandemic and all the challenges of this time period are different. We care about how you are doing. Let us know if there are ways we can be helpful. We will treat any information you provide as private and confidential.

We anticipate that this program could be challenging for numerous reasons -- we'll be digging into some personal subject matter while also navigating remote learning and continuing to adjust to new realities presented by living with COVID-19 regulations. Thus, it's crucial that we communicate often and well, show each other as much compassion, flexibility, and generosity as we can, and remember that we're all in this together!

Attendance Policy: Your Presence is Essential!

Magnify moves fast! We cover two semester's worth of credit in just seven weeks together. Your presence is essential to keep up with the material and do well in the class.

Your presence is essential for another reason as well. The class is based on learning from experiences – and you must be present to your experience in order to learn from it! This kind of presence is more than being counted during attendance checks. It means showing up with curiosity, paying attention to what is happening for you and others, participating by listening deeply and asking questions, and engaging in activities with a spirit of discovery.

There is often no way to “make up” content we cover in class together, because we cannot recreate the experiences we design for the class to partake in during MAGNIFY LIVE. Where possible, we have moved lecture and information delivery content from the live sessions into the PACKing videos – so you can listen and review those at your own pace. That leaves us more time and energy to do things together in our live session time.

Because of the design of Magnify, attendance is required for all sessions. If you must miss a session, please contact the instructors in advance and make arrangements for it to be an excused absence. **All unexcused absences will result in a 1% deduction from your final Magnify grade.** Missing more than 4 sessions will be grounds for a failing grade unless advance preparation and approval are in place.

Disability Accommodations

If you need an accommodation for a disability, please contact the instructors at your earliest convenience. We want to work with you and we will make the class work for you! As soon as we are aware of your needs, we will work with the Office of Services for Students with Disabilities to provide appropriate accommodations.

Here is a formal message from the University, as well: 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.

Protecting Our Well Being

We can all experience stressors that impact our performance and our academic and personal experiences. If you are experiencing challenges that have you concerned, seeking help for yourself is a courageous act! Please protect your own well being as well as those who care about you by reaching out to us if we can help you find solutions to academic challenges. For personal concerns, you can reach out to a variety of U-M resources, including exploring the [Well-being for U-M Students](#) site.

Ross School of Business Grade Distribution

The Ross School of Business requires all courses to follow a grade distribution policy. The policies for Spring 2021 are as follows:

FOR BBA or UNDERGRADUATE STUDENTS IN ELECTIVE COURSES

A- and above: < 60%

B or above: 100%

University of Michigan Ross School 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 website also contains comprehensive information on how to be sure that you have not plagiarized the work of others. All students are required to understand the Ross Business School Honor Code, and ignorance of the Code 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 while in this course.

Conflict of Interest Policy

Dr. Worline is CEO of EnlivenWork, Inc., a partner organization of the Center for Positive Organizations. EnlivenWork has a financial interest in the Reflected Best Self Exercise (RBSE). To avoid any possible conflict, we will use the RBSE in Magnify but you will not be charged for its use. Should you have any questions or concerns about conflicts of interest in Magnify, you can contact the Ombudsperson assigned to the class, Dr. Susan Ashford in the Ross Business School, Management & Organizations.



Magnify Schedule Overview

Please consult the [Magnify Canvas site](#) for up to the minute information related to each session. Any changes to or additions to the Magnify schedule will be announced via Canvas and changed on the Magnify schedule page of the Canvas site.

The Magnify Canvas site is the main tool that will guide all coursework, course announcements, and modifications as necessary. You will find all required reading there, as well as in-depth deliverable descriptions and supplemental materials. Please submit all assignments via the Magnify Canvas site.

Week 1 | Welcome to Magnify!

- May 4 | Welcome & Orientation
- May 5 | Introduction to a Science of Thriving
- May 6 | Connection as a Base Condition for Thriving

Week 2 | Learning to Think Like a Designer of Thriving

- May 11 | Systems that are Designed to Thrive
- May 12 | Adopting a Design Mindset
- May 13 | Thriving in the Wild: The Positive Business Conference

Week 3 | Culture & Thriving Organizations

- May 18 | Cultures and the Science of Thriving
- May 19 | Designing Cultures for Thriving
- May 20 | Thriving in the Wild: The Graffiti Workshop

Week 4 | Routines & Thriving Organizations

- May 25 | Routines and the Science of Thriving
- May 26 | Designing Routines for Thriving
- May 27 | Thriving in the Wild: Root Inc. Virtual Field Trip

Week 5 | Roles & Thriving Organizations

- June 1 | Roles and the Science of Thriving
- June 2 | Designing Roles for Thriving
- June 3 | Thriving in the Wild: University of Michigan Business & Finance Live Case

Week 6 | Networks & Thriving Organizations

- June 8 | Networks and the Science of Thriving
- June 9 | Designing Networks for Thriving

→ June 10 | Thriving in the Wild: A Life-long Leadership Adventure with Roger Newton

Week 7 | Reinventing Reflection in Action

→ June 15 | Designed to Thrive Revisited

→ June 16 | Designed to Thrive LIVE, featuring Magnify

→ June 17 | Thriving in the Wild: Magnify Your Next Adventures

Magnify Deliverables

Magnify requires that you complete all of the deliverables described below. In addition to the description of the deliverables shown here, please refer to the assignments tab of our Canvas site for full assignment descriptions, scoring rubrics, and additional information about how to complete these requirements. Please pay close attention to assignment deadlines. Late assignments will be accepted with a penalty.



Savoring Snapshots

30 Points Total | 2 Points Each Snapshot

Savoring Snapshots are designed to help you gain familiarity with core ideas and research, communicate your learning to others, develop your own thinking about the science of thriving, understand and use your strengths, and connect with others in the Magnify community.

Each Savoring Snapshot will be introduced at the end of the MAGNIFY LIVE Zoom session that corresponds to a related topic. Savoring Snapshots are due by 10:01am the morning following their introduction in MAGNIFY LIVE. This means you will need to submit a Savoring Snapshot for each session on Tuesdays, Wednesdays, and Thursdays.

We will offer you a total of 18 Savoring Snapshots across the entire Magnify experience. You may drop 3 Savoring Snapshot grades, so your top 15 Savoring Snapshot scores will count toward your overall Magnify score. There are 30 possible points, with each of the 15 Savoring Snapshots worth 2 points.



Magnify Monday Maps

20 Points Total | 5 Points Each Map

The Magnify Monday Maps are short assignments that will help you map where you are in the course, double check what you are seeing and observing about the key ideas, and assess how much you are gaining familiarity, literacy, and fluency with core ideas and research related to the science of thriving. These assignments will vary in their format,

but each will be designed to emphasize core ideas and tap into your capacity to effectively communicate those ideas.

Magnify Monday Maps will become available to you via the Magnify Canvas site at 8:00am Eastern Time Zone on four Magnify Mondays: May 10, May 17, May 24, and June 7. There will be no Magnify Monday Map on the Memorial Day holiday weekend. Each Magnify Monday Map will be due no later than midnight the same day – so you have all day on each Magnify Monday to complete your Magnify Monday Map.



Your Thriving Resume

50 Points Total | Cumulative Across the Entire Program

Your Thriving Resume is a cumulative creation that you will work on curating across the entire program as you reflect on your own thriving and synthesize ideas about thriving into recommendations for yourself that extend far beyond the Magnify classroom.

The Thriving Resume will have multiple components, each of which we will discuss in more depth in MAGNIFY LIVE sessions. Here are a few of the components of your Thriving Resume:

- You will use guided questions and protocols that explore the science of thriving as it applies in your life and create written, audio, and visual artifacts that capture your insights.
- You will engage in a thriving interview with someone of your choice to understand how thriving appears for others and how languishing may be a reality that mixes with thriving in some aspects of people's lives.
- You will work with your action learning team to distill your lessons from the field into resume-worthy ideas that you can share with others.
- You will anticipate your next adventures and look ahead toward how you might thrive in different aspects of your studies and career as a positive leader and change agent who can foster thriving for yourself and others.