



MO 355
SPRING 2023

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

Monica Worline & Betsy Erwin
Tuesdays, Wednesday, Thursdays
10:00am – 3:00pm | Blau 3560

CENTER FOR
POSITIVE
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An Adventure in Thriving

Magnify offers students from across the University of Michigan a chance to immerse in the science and practice of thriving at work and beyond. We will use a framework to understand the concept of thriving at an organizational or systemic level, where organizations are characterized by a state of optimal functioning that simultaneously produces excellent performance on outcomes and substantial human-based well-being. The purpose of the Magnify Program is to offer you an experience of what it is like to be in a thriving system as you also develop a rigorous grounding in the science that helps explain how such systems work and a skillful grounding in the practice of designing interventions to foster or amplify thriving in organizations and communities that matter to you.

The changing conditions of work and life are in the foreground of how all of us are emerging from the past years of disruption. We dedicate this year of the Magnify Program to the spirit of exploration. In many ways, none of us understand how we are affected by the deeper currents of social upheaval that have shaped our experiences of life, work, and school over the past five years. As social scientists and explorers, this is a time of promise as well as a time of uncertainty. We will embrace the possibility of mutual discovery as we work together as a small group of explorers to map some of our changing world. We anticipate that we will experience the thrill of finding new things as well as the challenge of finding our way through the unknown.

Our course metaphor—this course is an adventure—is both serious and fun. We are serious about exploring the unknown and documenting what we find with rigorous methods handed down to us by other social scientists who have lived in times of change. And, at the same time, we are serious about making the exploration fun. You will notice that we come back to this metaphor again and again because it is an invitation to *play with purpose*, which is one of the guiding principles of Magnify. We know from research that play with purpose fosters thriving for people, and that playing together with a collective purpose fosters thriving in social systems. The metaphor of adventure and its invitation to play with purpose holds out an image of the kind of experiences we want to have together and the kinds of futures that we want to live our way into as we travel together. Images, as you will learn in Magnify, are potent with potential, and images used as part of thriving systems call us into mindsets that galvanize thoughts, feelings, and actions. We hope this adventure engages us in mutual exploration, discovery, and thrill.

Pragmatically, the course metaphor gives us a simple and powerful structure for each class. Every Magnify week will include three aspects you'd need to accomplish as you set out on any adventure: First, to get ready and find your way you must explore. Second, to learn new things you must open your mind to discovery. And, finally, to make sense of what you have learned, you must savor. We have built these three steps into the structure of each Magnify week.

Course Structure

Each week of Magnify will follow a 3-part structure that supports our adventure:



1 | EXPLORE

This is the preparation step for all Magnify sessions, and the emphasis of all of our Magnify EXPLORATION TUESDAYS. Think about this aspect of the course structure as the phase of getting ready to go on a big adventure. You would pack your gear, examine your maps, ready your guidebooks, familiarize yourself with the language and customs, and learn something about the history and traditions. It's the same idea here. You are gathering up all the ideas, questions, and mindsets you will need as you explore the science of thriving systems. You are also getting ready to act as a researcher yourself, preparing to set out on your own voyage of discovery.

Pre-work for every week of Magnify is included on the Magnify Canvas Home Base. You will find mandatory preparation materials and a variety of supplementary materials. You will explore the main points of the topics and meet a number of thought leaders and experts in the field of Positive Organizational Scholarship.

In addition to the Magnify Canvas Home Base, 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 | DISCOVER

You've arrived at a land of new ideas and begun to explore. The next step in our adventure is to discover new ideas. This discovery process will be the emphasis of every Magnify DISCOVERY SESSION WEDNESDAY. We will work together to discover new things together, and we will also engage with business leaders and members of our action learning partner organizations.

Discovery Session Wednesdays are your chance to draw upon what you are learning from class plus a wealth of supplemental reading materials, videos, podcasts, and other sources and examine how these ideas appear in different kinds of work organizations. Magnify invites you to become a field researcher, using grounded action research methods to discover how academic ideas take shape in the lives of people who do different kinds of work. As you lead these discovery sessions, you will capture the data you are generating using field research methods. This data will fuel further discovery as well, as you examine it, code it for themes and patterns, and use it to generate new questions you want to explore.

3 | SAVOR THRIVING IN THE WILD

Getting to the end of a discovery session isn't the end of an adventure at all! In fact, it is often just the beginning. If your adventure involved travel, you would likely look back at the photos, share the stories of the trip, and create a photo album or other ways to savor the memories. You might start making a list of other places you want to explore or new things to discover when you re-visit your destination. The same applies here. Just as you might find ways to savor your discoveries, we will do so together as we code data, examine what we discovered for new insights, and think about how to reflect what we've learned to our partners and share our key ideas with others who want to design thriving systems.

Each Magnify THRIVING IN THE WILD THURSDAY session will provide us with time to savor what we've discovered, make sense of what we are learning, and articulate new questions to guide us as we continue to explore what sustains and amplifies thriving in organizations and communities.



Magnify Learning Objectives

We have four primary learning objectives in Magnify, each with specific requirements to meet those objectives. You can learn more about the

deliverables associated with these objectives in the section below. Each deliverable is related to one or more learning objectives in Magnify.

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

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 Thriving Resume segments that relate to communication of the science of thriving organizations
- ✓ Completion of Your Contribution Map to the Playbook for Thriving Organizations 2023 related to the communication of key research findings
- ✓ Magnify Adventure 511s that test knowledge and understanding of key concepts

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

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 organizations as we engage in action learning with organizational partners

This objective is evaluated, measured, or assessed by:

- ✓ Participation in action learning discovery sessions
- ✓ Completion of My Contribution Map for the Playbook for Thriving Organizations in 2023 related to the application of the science of thriving organizations in particular contexts and with particular action learning partner organizations
- ✓ Completion of application sections of your Thriving Resume

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

In order to meet this objective, we must:

- ✓ Reflect on your own thriving to foster growth
- ✓ Set growth goals and try small experiments designed to foster greater thriving in your work as a student and beyond
- ✓ Synthesize key ideas and research findings into recommendations for fostering your own thriving in different contexts and environments
- ✓ Create a plan for your own thriving at work and beyond

This objective is evaluated, measured, or assessed by:

- ✓ Completion of growth goals, experiments in thriving, and conclusions about your thriving in your Thriving Resume
- ✓ Completion of reflection-in-action activities and summarizing them in appropriate sections of your Thriving Resume

Work cooperatively as a thriving team with a diverse team of peers dedicated to delightful action learning for you & our partner organizations

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 to create and sustain a respectful, highly engaged action learning community
- ✓ Investigate the potential for enhancing thriving in our organizational partners by collaboratively gathering and analyzing field data
- ✓ Interpret, share, and synthesize qualitative field data to illuminate opportunities and potential for enhancing thriving in organizations and systems
- ✓ Present a deliverable to our partner organizations to support expanding their potential for thriving

This objective is evaluated, measured, or assessed by:

- ✓ Completion of action learning discovery sessions and other action learning activities with our organizational partners

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- ✓ Completion of data gathering and data analysis sessions oriented toward generating co-created entries in the Playbook for Thriving Organizations 2023
 - ✓ Completion of the individual and team sections of your Contribution Map for the Playbook for Thriving Organizations in 20203



Magnify Aspirations and Expectations

We aspire to create a program that develops a combination of knowledge, skilled practice, and imaginative capacity at both the individual and collective levels. Magnify is designed to equip us to imagine more robustly about the potential for thriving organizations and know how to act with greater wisdom and skill to intervene in organizations and take actions that bring thriving to life in collective forms. Because Magnify is an experiential action learning immersion, we will have the chance not only to know about and study the science of thriving organizations, but to 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. A highly engaged learning community fosters thriving for us as a system as it enables us to take more risks, create new ways of being together, explore more ways of knowing, and interact together with people and ideas in new ways. The ultimate aim is that we all learn more as we all experience greater human well being—that is the hallmark of a thriving learning community. We know we are creating a thriving learning community when we see indicators such as respectful engagement, exploring common ground, deep listening, expressions of compassion, engaged learning, curiosity, asking great questions, holding generative conversations, excellent performance on deliverables, zestful energy, health, growth, creativity, and resilience.

Intensive Schedule Packed with Variety of Experiences

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, action learning discovery sessions, field trips, and more. You will have a chance to work with our partner organizations 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.

We will meet Tuesdays, Wednesdays, and Thursdays from 10:00 am to 3:00 pm in the Magnify classroom, Ross School of Business, Blau Building B3560.

During this time together, we will engage in a variety of different learning modalities. You will need your laptop and phone, if you have one available, for some activities. We will abide by a technology on purpose policy, in which we use technology to support our work and enable us to collaborate creatively.

During our immersion sessions we will take several short energy breaks at different times during the day. We will also change activities a number of times in order to manage our energy well and stay in a focused zone where we can do great work. We will also take a 45-60 minute lunch period each day, with a variable start times between 12:00 – 12:30 depending on the activities for each session (e.g. some days may be 12:15-1:00, others may be 12:30-1:15 and so on).

We will set norms for a highly interactive, deeply respectful work environment where we hold high standards for ourselves and each other while we also exhibit thoughtfulness and care. We will use digital collaboration tools, such as digital visualization tools and whiteboards, as well as small group discussions and team work modalities that will require you to be active and fully engaged. This will not be the kind of class where you kick back and passively listen, at least not for the majority of the time we are together!

We want to support you with any help you may need. Please make an appointment with Monica or Betsy at any time 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

Magnifiers are adventurers and field researchers. We will engage with partner organizations who have agreed to work with you as field researchers and reveal more about what they are doing to foster, sustain, and amplify thriving in their organizations. Our partner organizations and their members are somewhat familiar with the science of thriving, but they will be learning along with you. They are also seeking to explore ideas and understand more about thriving organizations. Your field research will show them more about how to unlock potential for thriving in organizations now.

Our organizational partners will attend a Thriving Organizations Bootcamp with us on May 11, where you will have a chance to learn more about one another and co-learn more about the Thriving Organizations Framework. Following on this, partners will visit our classroom for different Magnify Discovery Session Wednesdays. During these discovery sessions, you will lead our partners in interview interactions, small group discussions, co-learning engagement activities, and other field research methods designed to answer your questions about the changing nature of thriving at work in 2023.

As we learn with and from our organizational partners, we will gather, code, and reflect on the data we glean. We will use what we learn from our organizational partners, combined with other aspects of our adventure, to prepare and present our partners and others who are

interested in thriving organizations and systems with a unique, co-created resource:
The Playbook for Thriving Organizations in 2023

Commitments we make to our organizational partners:

- We will prepare in advance of meeting our organizational partners to understand the organizations and their missions and purposes.
- We will engage as field researchers, using interviews, observations, focus groups, and analysis of existing data to illuminate what is changing in work now and how to create, sustain, and amplify thriving organizations in 2023 and beyond.
- We will attend all action learning discovery sessions unless absolutely unable to be present for an excused absence.
- We will meet with our coaches and teaching team adventure guides every week to ensure we are staying on target and using feedback to grow. These meetings will guide us as we interpret data, link to existing research, and synthesize findings into unique deliverables for the Playbook for Thriving Organizations in 2023.
- We will deliver a delightful, rigorous, customized Playbook for Thriving Organizations in 2023 that is energizing and insightful.
- We will build an online deliverable together that we can share with our partner organizations and others who want to create, sustain, and amplify thriving systems.

Reinventing Reflection in Action

Magnify requires reflection, but that may not be what you imagine it to be. We reinvent reflection in action, using partner interviews, writing, small group discussions, playful interactions, and reflection circles to examine our own thriving as a community and as individuals. All members of Magnify will share in the creation a portfolio of reflections, skills, and accomplishments that will enable you to walk away with a resume of ways you have learned to create and sustain thriving in organizations and communities that matter to you.



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. We will make ourselves available outside of class by appointment at any time you need to meet with us. We will have an action learning coach available and you also have access to an entire teaching team who are eager to support you!

Attendance Policy: Your Presence is Essential!

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

Your presence is essential for another reason: The class is based on learning from experiences and co-creating deliverables in real time. You must be present to your experience in order to learn from it! 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. And you must be with one another in order to co-create the work! This kind of presence is more than being counted during attendance checks. Your presence is essential 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 exploration and discovery.

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 5 point 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 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 2023 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. Jim Walsh in the Ross Business School, Management & Organizations group.



Magnify Schedule Overview

Please consult the Magnify Canvas Home Base for up-to-the-minute information related to each session. The Magnify Canvas Home Base will also house all required readings or other preparation materials and instructions.

Week 1 | Welcome to Magnify!

- May 9 | Welcome & Orientation
- May 10 | Magnifiers as Field Researchers
- May 11 | Thriving Organizations Bootcamp with Partner Organizations

Week 2 | Culture & Thriving Organizations

- May 16 | Cultures and the Science of Thriving
- May 17 | Designing Cultures for Thriving
- May 18 | Cultures and Thriving in the Wild

Week 3 | Networks & Thriving Organizations

- May 23 | Networks and the Science of Thriving
- May 24 | Designing Networks for Thriving
- May 25 | Networks and Thriving in the Wild

Week 4 | Routines & Thriving Organizations

- May 30 | Routines and the Science of Thriving
- May 31 | Designing Routines for Thriving
- June 1 | Routines and Thriving in the Wild

Week 5 | Roles & Thriving Organizations

- June 6 | Roles and the Science of Thriving
- June 7 | Designing Roles for Thriving
- June 8 | Roles and Thriving in the Wild

Week 6 | Reinventing Reflection in Action

- June 13 | Co-creating the Playbook for Thriving Organizations 2023
- June 14 | Showcasing The Playbook for Thriving Organizations 2023
- June 15 | You and Thriving in the Wild!



Magnify Deliverables

Magnify requires that you complete all of the deliverables described below.

Please refer to the deliverables section of the Magnify Canvas Home Base for full assignment descriptions, scoring rubrics, and additional information about how to complete these requirements.

15 Points | Thriving Interview & Portrait of Thriving at Work Now

Interviews are core to field-based research methods. Learning to do great interviews is a key skill for field researchers. This interview deliverable is designed to help you become more adept at asking generative questions about thriving at work, hone your listening skills, and gather useful field data related to the state of thriving at work in 2023.

The deliverable will include several components, and you will receive guidance for each component. First you will craft an interview protocol and an approach to your interview using what you learn in class on May 10 about field research skills. Next you will create a plan for capturing your field data while maintaining a generative conversation focused on thriving at work. Finally, you will create a gift of reflection back to the person who spent time with you during your interview as well as a portrait of what thriving at work looks like through the eyes of the person you interviewed.

You will learn more about the Thriving Interview in class on May 10, and you will have until May 31 to complete the steps involved in the deliverable. Please refer to the Magnify Canvas Home Base for further instructions and information about how to complete the interview.

20 Points | My Thriving Resume

One important objective of Magnify is to help you take stock of your own thriving at work (and beyond) and reflect actively on how you are learning to create and sustain thriving for yourself and others.

This deliverable incorporates multiple components of the class into a personalized, customized presentation of the knowledge and skills you are developing as a changemaker who knows how to catalyze thriving. Starting from the beginning of the course, we will pause at key moments to consider how the science and practice of thriving organizations can inform your next steps, shape your career choices, illuminate your strengths and skills, and guide you to become the person you most want to be. You will complete your Thriving Resume throughout Magnify, drawing from activities we engage in together. You will submit it at the end of the Program.

25 Points | My Contribution Map for the Playbook for Thriving Organizations in 2023

We will be co-creating a Playbook for Thriving Organizations in 2023 as an entire class, drawing from a shared pool of data that we will collect from our partner organizations and using it in combination with other sources to reveal insights about the changing nature of thriving at work today. Each member of class will make unique contributions to the Playbook. We will map those contributions to ensure that everyone's role is clear, and that map will include you writing up your unique contributions to the Playbook.

This deliverable will involve creative use of data as well as reflection and feedback. The form the deliverable takes will be based on your unique contribution to the Playbook as well as feedback from the Teaching Team. You will have a chance to discuss your individual contributions to the Playbook with the class and the Teaching Team in regular team creation sessions and co-creation meetings, which will also provide you with iterative feedback to ensure that you can do your best work. We want to enable you to make the contribution you want to make to our overall goal of delivering a practical and informative Playbook for Thriving Organizations in 2023 that delights our partner organizations and others who use it.

40 Points | Magnify Adventure 511s (4 quizzes, 10 points each)

Here's a little trivia for you: Did you know that you can dial 511 anywhere on roadways across the United States for travel information? The Magnify Adventure 511s are named after this bit of trivia, and are metaphorically similar in our travels together. These assignments help us pause in our adventure to check in on where we are, what we are seeing and learning, and how we are doing. These check in quizzes will have different formats, but each one will emphasize core ideas from the science of thriving that you must learn in order to build familiarity, literacy and fluency with this field. The Magnify Adventure 511s help you take stock of your learning and give you a measure of how effectively you can communicate the ideas from research as you apply them in a variety of contexts.

Magnify Adventure 511s are completed individually and are done outside of class meeting time. Instructions for each Magnify Adventure 511 assignment will become available on Wednesdays (May 17, 24, 31, and June 7) and will be due by the following Friday (May 19, 26, June 2, 9).



Overview of the Science of Thriving: Housed at Michigan Ross, 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 Consortium of Positive Organizations Forum on the afternoon of May 10. Partner organizations of Magnify are also members of this growing group of companies interested in applying the science of thriving for the benefit of their business outcomes and their employees and stakeholders.



Materials for Our Adventure

To complete the course you will need to regularly access the Magnify Canvas Home Base, which will house links to a variety of materials and collaboration tools that we will use. You will also need access to one book:

→ *How to Be a Positive Leader: Small Actions, Big Impact.* (2014) J. Dutton & G. Spreitzer, Eds. San Francisco: Berrett-Koehler Publishers.

The book is available for purchase at retail locations. You can also easily access it 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>

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, [here is a book list](#) of writers who are working in areas related to Positive Organizational Scholarship and the science of thriving. You will also find a number of research articles shared on the Center for Positive Organizations website. We invite you to explore!