Magnify 2019
The Science and Practice of Flourishing at Work (and Beyond!)

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Course meetings:
Tuesday, Wednesday, Thursday
10:00am – 2:00pm
Ross School, Blau Bldg, B1570

Office Hours:
by appointment anytime, and
Monday 3-5 pm drop in at the Magnify classroom

Program Overview
The Magnify Program is an immersion in the field of Positive Organizational Scholarship (POS). The course is designed to incorporate scientific research, experiential work, and an action learning placement to cultivate engaged, reflective practitioners. As a deep dive into both the science and practice of flourishing at work, 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 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. POS draws from multiple theoretical perspectives in the interdisciplinary field of organizational studies that focus 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. 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 is evident in the 79-chapter Handbook of Positive Organizational Scholarship (Cameron & Spreitzer, Oxford University Press, 2012).

**Our Purpose**

Flourishing is a state of optimal functioning in which people, groups, and organizations create the simultaneous experience of excellent performance and substantial well-being. The purpose of the Magnify Program is to develop a rigorous grounding in the science and practice of flourishing at work and beyond.

We aspire to create a program that that develops a combination of knowledge, skilled practice, and imaginative capacity equipping us to envision and bring forth the potential for flourishing in people, groups, and organizations.

The Magnify Program design emphasizes an interpersonal environment where people feel welcomed, included, valued, and safe to learn, take risks, create, and engage in active growth. In order to live our practice together, we aim to teach and learn in ways that call forth the best in people, resulting in individual and collective flourishing. We know flourishing in our learning community when we see indicators such as engaged learning, curiosity and great questions, as well as high performance on deliverables, thriving, high energy, compassion, deep engagement, listening, empathy, health, growth, and creativity.

**What can I expect during Magnify?**

Because Magnify is an immersion program with rigorous demands, you can expect an all-encompassing learning experience that features classroom activities, experiential workshops, interactive dialogue-based engagement, and an action learning placement with an organizational partner that is interested in the application of Positive Organizational Scholarship. You will find a demanding and supportive learning environment.
2 Apply concepts, methods, tools, and practices related to POS in organizations to enhance flourishing at work

→ Articulate and explain how POS research and key ideas have been applied in a variety of organizational contexts

→ Experiment with the opportunities and limits of the applications of POS in order to identify and reveal potential for flourishing that can be tapped within an organizational system environment and a positive deviant classroom culture that is stewarded by a dedicated teaching team.

**Intensive Schedule Packed with Fun**

We will meet Tuesdays, Wednesdays, and Thursdays from 10:00am to 2:00pm. Plan to have lunch with the class. We will discuss lunch arrangements during the first few class meetings.

In general, classroom sessions will focus on core ideas and will be run in an interactive mode. In addition to lecture-style learning, we will focus on discussion, application activities, experiential skill building, and preparation for action learning and design thinking with our organizational partners.

**Action Learning Placement**

During the first week of June, your team will be placed on-site with your organizational partner. You will engage in short-term, intensive field research, including interviewing, focus groups, observing, shadowing, and quantitative data review as needed. The schedule during this on-site week will be determined by the needs of the organizational partner and will be different from our on-campus meeting times.

During the action learning placement week, you will be required to be present at your organizational partner site every day. Missing a portion of this placement is disqualifying for credit in the Magnify program. You will also be required to attend evening work and design sessions held in the Magnify classroom or at a Magnify “home base.”

Commitments you make to your organizational partner require that you:

→ Prepare in advance of joining your organizational partner onsite to understand the organization and its mission and purpose.

→ Engage as field researchers while onsite, using interviews, observations, focus groups, and analysis of existing data to
Apply key ideas and research findings from POS to foster and improve your own flourishing.

→ Reflect on your own flourishing to foster growth.

→ Synthesize key ideas and research findings into recommendations for fostering your flourishing in a variety of environments.

→ Create and receive feedback on a plan for flourishing, including a portfolio of skills developed in Magnify.

→ Work with others in a respectful, engaged learning community.

show your partner how to amplify flourishing in their organization.

→ Meet with your teaching team of faculty and coaches every evening during your onsite organizational partner week. These meetings will guide you as you interpret your data, link to existing research, and synthesize your findings into unique deliverables created just for your organization.

→ Deliver a customized presentation that is energizing and insightful focused on enhancing flourishing in your organizational partner’s work environment. This presentation will require that you use all your Magnify skills and engage in ways that will interest your organization’s leaders, members, and other stakeholders.

**Reinventing Reflection in Action**

Magnify invites you to think about your own flourishing 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.

**Magnify Policies**

This program moves fast. Being present is essential for success in Magnify because of the pace of the class. Most of our immersion experiences cannot be “made up” in the way you might make up material in a more traditional classroom arrangement.

**Being Present Is Essential**

Please arrange any absences in advance. Note that excused absences are determined by the instructors. Should you need to miss any Magnify session, please note these policies:

→ **All unexcused absences will result in a 1% deduction from your final grade for each day or partial day missed.**

→ Excused absences determined by instructors may include: documented illness, family emergency, previously
4 Work cooperatively with a diverse team of peers dedicated to flourishing

→ Understand one’s own and others’ strengths and use those strengths to create a flourishing team experience

→ Investigate the potential for enhancing an organizational partner capability related to POS and develop a customized presentation for them

→ Obtain, interpret, and share qualitative and quantitative data in order to illuminate potential for fostering flourishing

arranged interviews, university approved travel, and religious holidays.

→ Any missed sessions will entail make up work. Please coordinate this with the Teaching Team. For each missed session, students will be asked to complete make up work.

→ **Failure to complete make up work in a timely fashion will result in an additional 1% deduction from your final grade.**

→ Missing more than 4 sessions will be grounds for a failing grade unless prior arrangements have been made and advance work has been approved and completed.

→ Missing any of the organizational partner placement week will be grounds for a failing grade.

**Grading Policy**

Magnify will follow the required Ross grading distribution for BBA elective courses. This grading distribution specifies:

→ A- and above <60%
→ B or above <90%
→ B-or below = or > 10%

The Ross Business School Academic Honor Code will be in effect and upholding it is expected of all students in Magnify.

Overall, 100 points will be awarded for Magnify deliverables. Please see the Magnify Canvas site for in-depth descriptions.

→ 20 points: Research in Action Journal (5 entries; 4 points each)
→ 20 points: Magnify 511 (4 quiz-style, 5 points each)

**Flourishing Portfolio with 3 parts:**

→ 20 points: Flourishing Interview
→ 20 points: Flourishing Framework
→ 20 points: Flourishing Plan & Flourishing Gift


**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 [here](#).

In addition, Magnify will create and uphold our unique Magnify Manifesto, which will guide the actions of the members of our community. All members of Magnify will be accountable to the Magnify Manifesto.

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**Conflict of Interest Notification**

Please note, Professor Worline is the CEO of EnlivenWork, which is a partner of the Center for Positive Organizations. EnlivenWork has a financial interest in the Reflected Best Self Exercise™ (RBSE). To avoid any possibility of conflict, while we will use the RBSE in the Magnify program, you will not be charged for its use. Should you have any questions or concerns about the use of the RBSE in Magnify, you may speak to the Ombudsperson assigned to the class: Dr. Susan Ashford in the Ross Business School, Organization & Management group.

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**Magnify Schedule Overview**

Please consult the Magnify Canvas site for up to the minute information related to each session.

The Magnify Canvas site is the main tool that will guide all coursework, course announcements, modifications as necessary, and house all required reading, deliverable descriptions, and supplemental materials. Please submit all assignments via the Magnify Canvas site as well as submitting copies in class sessions as required.

**Tuesday May 7 | Orientation**

Welcome to Magnify!

- No reading or advance preparation required.
- Please bring laptops to class for in-session work.

**Wednesday May 8 | Adopting a Strengths Lens**

The purpose of this session is to introduce the idea of taking a strengths lens on organizations and workplaces and to open our eyes to the possibilities for growth and potential that unfold when we look for what’s working and figure out how to leverage where we are strong.

- Advance reading required; see the Magnify Canvas site.
- Complete VIA Strengths survey online & bring results.
One aim of Magnify is to equip you to be an effective change agent who knows how to implement the ideas of positive organizational scholarship in a variety of settings. Your research in action journal is designed to help you develop literacy and fluency with the thinking behind POS research.

You will receive 6 Research in Action journal prompts, and you may drop the lowest score.

→ May 17: Entries 1 – 3
→ May 31: Entries 4 - 6
Tuesday May 21 | Flourishing Systems

Beginning with this session, we shift our focus from flourishing in individuals to the structures that enable flourishing across entire organizations. Magnify supporter and visiting executive at the Center for Positive Organizations, Roger Newton, will visit to discuss the crucial role of leaders in fostering flourishing.

→ Advance reading required; see the Magnify Canvas site.

Wednesday May 22 | Roles & Routines

As we focus in on the Flourishing Systems Framework, we examine the importance of roles and routines as flexible structures that enable flourishing.

→ Advance reading required; see the Magnify Canvas site.
→ Magnify 511 conducted in class session

Thursday May 23 | Networks & Culture

Networks are structural ties between people that enable and constrain the flow of resources in organizations. They are embedded in a system of norms, values, and emotions that becomes taken for granted and operates as a culture that can support or undermine positive work environments and positive change efforts.

→ Advance reading required; see the Magnify Canvas site.

Tuesday May 28 | Field Trip

We will visit the consulting firm Root Inc. to learn about their practices of supporting positive change with their clients via a unique blend of art and science. We will leave from Ross together as a class at 10:00am and return by 2:00pm.

→ Advance reading required; see the Magnify Canvas site.

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2 The Magnify 511
(20 points)

Here’s a little trivia for you: Did you know that 511 will give you information on roadways and travel across the United States?

The Magnify version of the 511 involves four short quiz-style in session assignments that are designed to help you develop and demonstrate proficiency and fluency with key research findings in Positive Organizational Scholarship.

→ Magnify 511 #1: May 15
→ Magnify 511 #2: May 22
→ Magnify 511 #3: May 30
→ Magnify 511 #4: June 12
3 Your Flourishing Portfolio (60 Points)

Your Flourishing Portfolio consists of 3 parts:

→ a flourishing interview with a person of your choice (20 points; due May 24);
→ a flourishing framework self-assessment focused on your learning from your organizational partner placement (20 points; due June 12);
→ a flourishing life plan for yourself, with a summary and gift that you will share with others in Magnify on our last day at our reflective showcase (20 points; due June 13).

→ May 24, June 12 & 13

Wednesday May 29 | Design Thinking for Flourishing

Design Thinking is a technique and set of practices for designing products, services and solutions with greater attunement to and awareness of the consumers or users of those solutions. Design expert Katie Robertson will join us to lead an interactive workshop developed just for Magnify. We will use this approach throughout the partner placement onsite week.

→ Advance reading required; see the Magnify Canvas site.

Thursday May 30 | Ready for the Field!

Our last session before you move into your onsite placement—we will use the time to ensure you are ready to make the most of your days “in the field” as a POS research team.

→ Advance reading required; see the Magnify Canvas site.
→ Magnify 511 conducted in class session
→ Research in Action Journal entries 4 – 6 due this week on Friday May 31 by midnight, submitted via the Magnify Canvas site.

June 3 – 7 | Organizational Partner Placement Onsite

Prepare for long days of work this week! Please do not attempt to work or maintain other activities during this week—if you must arrange time off, please do so in advance!

You will have a unique schedule during the days of this week, depending on the needs of your organizational partner. Your team’s schedule will be shared with you during preparations for the onsite placement. We will also hold evening work sessions designed to help you prepare your deliverable in a rapid manner.

→ We will gather in the Magnify “home base” each evening for dinner and team work time. These evening work
sessions are required and will be guided by the Teaching Team to support you in the creation of your presentation.

→ Each team will be required to conduct a thorough “check out” with a member of the Teaching Team prior to ending the field research evening session.

→ Each day of the placement week will focus on a deliverable that will help you advance toward presenting your findings to your partner organization on Friday.

Tuesday June 11 | Welcome back! What did we learn?
We will share learnings from our organizational partner placements and engage in a thorough debriefing to harvest lessons from working with an organization that is interested in applying POS.

Wednesday June 12 | Creating Your Flourishing Plan
We will look back at the scope of activities we have conducted in Magnify as well as looking forward toward how you can use these ideas in the future to create a flourishing work life for yourself.

→ Advance reading required; see the Magnify Canvas site.

→ Magnify 511 conducted in class session

→ Flourishing Framework Self-Assessment due

Thursday June 13 | Reflective Showcase
We will have a celebratory opportunity to share our flourishing gifts and say au revoir to our community as Magnify comes to a close.

→ Flourishing Portfolio final deliverables due