Magnify 2020
The Science and Practice of Thriving at Work (and Beyond!)

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 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, groups or organizations, with indicators such as engagement, health, growth, and creativity. POS draws from multiple theoretical perspectives in the interdisciplinary field of organizational studies to focus on what enables people, teams, and organizations to flourish. 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.

**Our Purpose**

Thriving organizations are characterized by 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 creating thriving communities - at work and beyond.

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

The Magnify Program emphasizes an interpersonal environment where people feel welcomed, included, valued, and safe to learn. This community enables us to take more risks, create, and engage new ideas so that we all learn more. We aim to teach and learn 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 and great questions, excellent performance on deliverables, high energy, compassion, 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 Do-It-Yourself Thriving Challenges, Team Thriving Tools, Thriving Together learning sessions, and Thriving in the Wild action learning or experiential workshops. 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 a positively deviant classroom culture that is stewarded by a dedicated teaching team of instructors, staff, and coaches.
Apply concepts, methods, tools, and practices related to POS in organizations to enhance thriving communities

- 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 thriving that can be tapped within an organizational system

**Intensive Schedule Packed with Fun**

We will meet Tuesdays, Wednesdays, and Thursdays from 11:00am to 2:00pm (Eastern Time Zone) in the Magnify Zoom Classroom. We will take several breaks and engage in many different activities during this time. We will set norms for having cameras turned on (unless you encounter a technological difficulty). We will use breakout discussions as well as additional technology collaboration tools that will require you to be active and fully engaged. If technology is presenting any difficulties, please make an appointment with Monica or Betsy to discuss options for support right away.

**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, including interviewing, focus groups, observing, and archival or quantitative data review as needed. The schedule for action learning will be determined in part by the needs of our partners, but we will emphasize action learning during our Thriving in the Wild sessions from 1-2pm each day.

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, focus groups, and analysis of existing data to illuminate how our partners can amplify thriving in their organizations.
- 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 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.

**Magnify Policies**
This program moves fast. Being present is essential for success because of the design 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, because they hinge on being and doing together in the moment.

**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:

→ 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 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.

→ 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.
Please note that action learning will require additional time outside of class, arranged with partners.

Course Deliverables

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

Daily and Weekly Deliverables (40 points):

- **DIY Challenges**: 20 points
  (1 point each; 3 per week; drop one at your discretion)
- **Magnify 511s**: 20 points
  (4 quiz-style assignments, 5 points each)

Your Thriving Portfolio (60 points, with 3 parts):

- **A Thriving Interview**: 10 points
  Develop and implement an interview protocol to assess thriving in a person of your choice.
- **Thriving in Action Report**: 30 points
  A team-based report focused on insights gained from work in your action learning project.
- **Thriving Resume**: 20 points
  Summary plan for implementing and sustaining practices developed in Magnify that will support your thriving. We will share these at the Magnify reflective showcase and celebration.

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.

**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, 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 | Learning to Think Like a Designer of Thriving**

Welcome to Magnify!

- May 5 | Welcome & Orientation
- May 6 | Introduction to a Science of Thriving
- May 7 | Adopting a Strengths Lens, Part 1

**Week 2 | Envisioning & Enacting a Thriving Community**

- May 12 | Adopting a Strengths Lens, Part 2
- May 13 | Applied Improvisation & Catalyzing Community
- May 14 | Introducing a Social Architecture of Thriving

**Week 3 | Essential Resources for Thriving**

- May 19 | High Quality Connections
- May 20 | Positive Emotion
- May 21 | Meaning of Self and Work

**Week 4 | Exploring the Social Architecture of Thriving**

- May 26 | Resourcing Theory and the Engine of Thriving

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**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.
An Appreciative Critical Lens

As you read and engage with the material presented in Magnify, we will work from the premise that excellence requires a combination of appreciative and analytic intelligence.

As you read, watch, and create, please ask yourself these questions:

→ Do I understand the theory and/or principles of this material?
→ Could I explain this to someone who doesn’t know about POS?
→ How would I apply this as a change agent?

Important Dates for Magnify

1 Do-It-Yourself Challenges

→ A short challenge to be completed at your own pace and submitted prior to 11am every Tuesday, Wednesday, and Thursday

2 Meet Our Organizational Partners

→ Hosts from all of our partner organizations will join us from 1:00-2:00pm in our Zoom classroom on May 14

3 The Magnify 511 (20 points)

→ Four 511 quiz-style assignments will be given out in class: May 14, May 21, May 28, and June 4
4 Final Partner Presentations
→ All hosts and others from our partner organizations will join us for a final presentation from 1-2pm on June 11

5 Your Thriving Portfolio (60 points, divided in 3 parts)
→ A Thriving Interview: May 25
→ Thriving in Action Report: June 15
→ My Thriving Plan and Gift: June 18

Required Materials
There is one required book for the course. You can get it as a free e-book through the U-M Library system.


Additional Information
Action learning in the remote environment will require additional time and coordination with our partner organizations outside of formal class meetings. We will make every effort to coordinate these in ways that work for Magnify members.

Conflict of Interest Notification
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.
Magnify 2020 Learning Map

The Learning Map below demonstrates how the Magnify deliverables relate to the course objectives. Each deliverable we have designed in Magnify relates to at least one of the important aims of the course. Each deliverable is described here. You will find full descriptions, deadlines, and links to submit deliverables on the Magnify Canvas site.
Do-It-Yourself Thriving Challenges

20 Points Total | 1 Point Each Challenge

Do-It-Yourself challenges are designed to help you gain familiarity with core ideas and research, communicate your learning to others, develop your own thinking about Positive Organizational Scholarship, understand and use your strengths, and reflect and act on your own thriving.

If we think of our thriving learning community as a garden, the DIY Challenges are the time you spend tilling the soil and pulling weeds to make your part of the garden healthy and contribute to keep it growing strong.

Each daily challenge will be described at the end of a Magnify live session, at which time it will be made live on Canvas as well. We will give out DIY Challenges on Tuesdays, Wednesdays, and Thursdays. The challenges will take you about one hour of self-paced work time. They must be completed and submitted on Canvas prior to the start of the 11am Magnify live session the next day.

Magnify 511s

20 Points Total | 5 Points Each | Given in class May 14, May 21, May 28, June 4

Here’s a little trivia: did you know that dialing 511 anywhere will give you information on roadways and travel across the United States? The Magnify 511 is metaphorically similar; it is a weekly check-in on where you are, what you are seeing, and how much you are gaining familiarity, literacy, and fluency with core ideas and research. These quiz-style assignments will vary in their format, but each will be designed to emphasize core ideas and research, tap into your capacity to effectively communicate those, and convey how they relate to and are applied in a variety of organizational contexts.

Your Thriving Portfolio | 3 Parts

Your Thriving Portfolio is designed to help you reflect on your own thriving, synthesize ideas about thriving into recommendations for yourself and for others, and to capture and display what you’ve learned about thriving in a manner that is useful to you far beyond the Magnify classroom. The portfolio has three parts.

A Thriving Interview

10 Points | Due May 26

A Thriving Interview as part of your portfolio is designed to help you become more adept at creating and asking generative questions, hone your interview techniques for use in field research, illuminate your
strengths as an interviewer, and support you to synthesize core ideas about thriving into recommendations for someone else. We will discuss the creation of generative questions and interview techniques in class.

**Thriving in Action Report**  
30 Points | Due June 15

One goal of action learning is to apply ideas in a "real world" setting; another is to learn by doing. Magnify asks you to apply ideas from POS in order to form thriving teams with your classmates and to apply ideas from POS in a different context by seeing possibilities for greater thriving in our partner organizations.

The Thriving in Action Report is the aspect of your Thriving Portfolio that represents your action learning project and the lessons you draw from it. The Thriving in Action Report will combine a focus on the deliverables you create for our partner organizations with peer- and self-assessment techniques to capture the fullness of your Magnify action learning experience.

**Your Thriving Resume**  
20 Points | Due June 18

An important objective of Magnify is to help you take a look at your own thriving or languishing across multiple domains of your life, including school, work, and beyond. This deliverable asks you to look closely at areas in your work, studies, and life where you are thriving or not. As the final deliverable in Magnify, you will build a thriving resume that displays the skills and knowledge you now have at your disposal.

Your Thriving Resume will also help you anticipate your next steps and look ahead into your career as a positive leader and change agent who can deploy this knowledge and skill. What is one important way that you can anticipate using what you’ve learned about Positive Organizational Scholarship to demonstrate resilience when you hit bumps in the road that might threaten your thriving in the future?