



+MAGNIFY IMMERSION PROGRAM



CENTER FOR
POSITIVE
ORGANIZATIONS

M | MICHIGAN ROSS



positive deviance



appreciative introductions
(first moments matter)



flash reflections



positive identity



job crafting



well-being



positive organizing
framework



renewable
resources



positive practices



grounded
imagination



zone of
possibility



broaden & build



task enabling



emotion

YOUR MAGNIFY BACKPACK



positive meaning



yes, and...



thriving



resourcing



high-quality
connections



respectful
engagement



strengths

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Magnify is an intensive seven-week, six-credit immersion course that brings young leaders from across the University of Michigan together to imagine a greater potential for individuals and communities to flourish in businesses and organizations.

This course engages students in classroom learning focused on the theory and research of Positive Organizational Scholarship, a sub field of Management and Organizations. Magnify's immersive structure, where students engage with the coursework daily, allows the opportunity for experiential workshops, field trips, and practical real-world learning. Magnify contains an action learning component during which student teams spend a week embedded at a partner organization.

Departing from the typical action learning approach, the Magnify action learning component focuses on organizational successes. Student teams identify a positive capability within their partner organization and offer suggestions to amplify it. Examples of positive

capabilities include intrinsic organizational inclusivity, highly welcoming onboarding practices, compassionate care or service, and exceedingly collaborative environments.

Magnify is led by a dedicated and passionate multi-disciplinary, cross-professional teaching team of faculty, researchers, staff, practitioners, executives, and program alumni.

The Magnify program was created to address the desire of our students to see Positive Organizational Scholarship in action, and the desire of business leaders to infuse their organizations with these same principles. In the three years since the first Magnify program, we've ushered 106 students through the program and amplified the positive practices of 25 organizations.

We invite you to read a small collection of stories from students, teachers, partner organizations, and supporters about this uniquely transformational program.

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Kenna Boyd (middle) and her team talking to Keith Maki during a tour of one of Cascade Engineering's factories.



KENNA BOYD

Kenna Boyd is a junior earning a bachelor's in organizational studies with a minor in business. She is a lead fellow in the Center for Positive Organizations +LAB co-curricular program and the logistics director for the 2018 Positive Business Project. She participated in the 2017 Magnify program on the Cascade Engineering team.

Real-world. As students, we are offered a plethora of opportunities to further our learning. For me, the Magnify Immersion Program has had the most significant impact on coalescing what I have learned in the classroom with an action-based learning opportunity in a real-world setting with measurable outcomes.

Impactful. My Magnify team was imbedded at Cascade Engineering in Grand Rapids, Michigan, where we were able to combine positive people processes with industry-specific knowledge to provide practical solutions. Our presentation to 50 of Cascade's executives outlined how to plan for and execute change across their nine diverse business units and 15 global manufacturing facilities, while maintaining their commitment to their social rehabilitation programs. This experience showed me that people and organizations can simultaneously increase their bottom

line and uplift their employees and constituencies. At the end of our action learning experience our team wrote a blog, "To Do Business, You Better Get Positive" about our experience that was published by the *Huffington Post*.

Transformative. Magnify helped me identify my strengths and learn how to better leverage myself.

Lasting. Thanks to Magnify, I am an emerging change agent. As I interview for internships, work as an administrative assistant in the LSA dean's office, and collaborate within my student organizations, I am always thinking about how to engage others within a positive framework. Redefining what it means to practice business in a positive light can have lasting personal, professional, and organizational impacts.



Alina Haque, Jessica Fallis, Scott Trellis, and Sean Dew (L-R) bringing learning to life with a Magnify capability scavenger hunt.



SCOTT TRELLIS

Hailing from Pittsburg, Pennsylvania, Scott Trellis is a junior earning his bachelor's in business administration. He participated in the 2017 Magnify program on the Zingerman's team. Scott started playing hockey at the age of ten and plays for the University of Michigan's DII club team.

Magnify was my favorite college semester! Magnify was an eye-opening experience during which I realized compassion and vitality have a bigger role in business than I previously thought. I learned many valuable lessons about the impact that Positive Organizational Scholarship can have on business. I also made memorable high-quality connections with the fellow students, teachers, and change agents through the semester.

My Magnify semester had meaningful hands-on experiences such as our immersion week, field trips to businesses with positive practices, and the Positive Business Conference. The constant support and encouragement from the teachers and students brought me out of a tough time and gave me a new perspective on my future. I learned

to appreciate my strengths and what I can contribute to an organization. I am now applying what I learned in Magnify to my group projects and in my other leadership positions.

Although I don't know where my career will take me, I know I want to work in an organization that uses positive business practices to make the world better. Magnify not only helped me discover that I want to spend my time making a difference in the world by improving people's well-being, but also gave me the skills and methods to do so. I recommend this program to anyone who wants a fun and meaningful experience where they can learn how to positively change people and organizations to make a better world.

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The Magnify team hosted by DTE's Kate Haessler, researched the company's capability of building trust and empowerment.



KATE HAESSLER

Kate Haessler is senior strategist for organizational effectiveness at DTE Energy. While earning her MBA at Michigan Ross, she participated in the Center for Positive Organizations +LAB co-curricular program. She is the first Center alum to host a magnify team in her role at DTE.

I would love to share the top three ways the Magnify student team impacted my organization, DTE Energy. The first, and most direct, is with the research and findings they presented in their final report. Through meetings, observations, and interviews, the student team identified the key conditions and experiences that help build trust and empowerment in our organization. Those findings informed our workstreams, and we've built in more opportunities to create these key conditions on our teams.

Secondly, the student team impacted our organization by hosting on-site lunch-and-learn sessions with DTE team members. At the lunch-and-learns, our team members learned about the tenets of Positive Organizational Scholarship (POS), many for the first time.

Thirdly, with their insightful questions, inquisitive natures, and focus on the positive organizing framework, the student team positively impacted everyone they interacted with. They stimulated different types of conversations that created deeper understanding and awareness of POS and how it is connected to successful results.

There were so many "micro" impacts as well! From DTE team members asking, "Tell me more about that student group here," allowing me to share more about DTE's positive organizations journey—to my own experience of seeing DTE through the students' eyes, and feeling a deep sense of pride in the work we do. I would strongly recommend the program to other organizations looking to begin or deepen their commitment to being a positive workplace.



Roger Newton (middle) visits the Magnify classroom to learn more about the students' experiences and insights.



ROGER NEWTON

Roger Newton is an Executive in Residence at the Center for Positive Organizations. He is the executive chairman and CSO of Esperion Therapeutics, Inc. He has supported Magnify through his Esperance Family Foundation.

Shortly after becoming an Executive in Residence in the spring of 2015, I was introduced to Magnify and its amazing group of students and instructors. I was asked to sit in on the course and soon realized I was witnessing the remarkable personal transformation of the students.

As students discovered their own positive identity, they emerge prepared to explore potential trajectories for career growth as change agents. They employed resilience, gratitude, and compassion to establish positive, meaningful, and purposeful attitudes toward their careers and their goals.

I was so impressed by these personal transformations that I decided to extend my family foundation's philanthropy by establishing the "Esperance Scholars Program." This

program financially supports those qualified students who could not otherwise afford to participate in Magnify.

In the past three years, this competitive program has seen a 150% growth in enrollment, with women representing 70% of the class. The class composition also includes sophomores and juniors from business, organizational studies, and liberal arts. I would love to see the continued expansion of this diverse group of students.

I continue to support the program because I am impressed by the growth and metamorphosis of these students. I see the difference it is making in the lives of these future leaders who will help us build more resilient, positive, and productive workplaces.

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Co-Faculty Lead Jane Dutton supports a student team working through a Positive Organizational Scholarship exercise.



JANE DUTTON

Jane Dutton co-founded the Center for Positive Organizations and is a professor emerita at Michigan Ross. She is one of the faculty who teaches in the Magnify Immersion Program.

Teaching in the Magnify program is the most meaningful teaching experience of my 35+ year career. Three features of the program contribute to its impact.

First, it is a powerful transformational experience for students. Students learn to become more effective organizational detectives and change agents who know and share how to foster human flourishing at work.

Second, we see first-hand how Magnify students positively impact our organizational partners. Our partners are

impressed and moved by the value added from students' insights into improving their organizational practices.

Third, I know I speak for the entire teaching team when I say I am inspired by our students. I continually learn new things as I watch our students apply the ideas and tools of Positive Organizational Scholarship to their partner organizations and personal lives.

Magnify helps to show us what engaged learning looks like in action and its lasting impact on all participants.



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Co-Faculty Lead Monica Worline leads students through an action learning activity to bring the theories of Positive Organizational Scholarship to life.



MONICA WORLINE

Monica Worline is a faculty affiliate at the Center for Positive Organizations and founder and CEO of EnlivenWork. She is one of the faculty who teaches in the Magnify Immersion Program.

It is an honor to be an instructor in the Magnify program and to teach with the tremendously talented team from the Center for Positive Organizations. Co-teaching with the Magnify team is truly co-learning, too.

Two unique aspects of the Magnify program amplify its impact. The first aspect involves our team-based approach to teaching and learning. In addition to faculty and staff instructors, the program invites former students to serve as coaches and members of the teaching team, engaging in

peer-to-peer learning that extends the reach and freshness of the ideas.

The second aspect is the analytic framework we engage with as we work together to understand the challenges facing our partner organizations. By looking at the drivers of positive capabilities, we can help our partner organizations better see how their structures and practices could support more of the impact they seek to foster in the world.



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Are you a **STUDENT** who wants to apply to
this competitive program?

Contact Stacey Scimeca, sscimeca@umich.edu

Are you an **ORGANIZATION MEMBER**
interested in hosting a student team?

Contact Betsy Erwin, berwin@umich.edu

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