

## Chapter 9

- Managers must – big three things (direct question)
  - Develop Culture
  - Encourage Innovation
  - Manage Change
- All videos
  - Tony Hsieh (Zappo's) Core values – be humble
- Culture definitions plus sub-culture
  - 3 definitions, culture is thinking and acting
    - System of shared beliefs/values guiding behavior (internal)
    - “The way we do things around here”
    - Set of signals of what is considered appropriate vs. inappropriate
  - \*Personal to organizational to global to corporate
  - Corporations and culture – 4 elements
    - Shaping attitudes
    - Reinforce beliefs
    - Direct behavior
    - Set expectations
- Observed and core culture (iceberg)
  - Visible – dress, office, symbols, slogans
  - Invisible – expressed values → codes of conduct, mission statements, value statements
  - Assumptions – deep beliefs/core beliefs (ex: we are a family)
  - Observed culture: things you see/hear walking around an office
    - Heroes: shared knowledge of hero stories, represent core values
    - Rites & rituals: creates connections, builds morale, shared hands on experiences
    - Symbols: common understanding of culture, easy to recognize
    - Stories: easily remembered and passed on, instills deeper cultural understanding (Wegman's)
  - Core culture: values or beliefs about the right ways to behave (underlying values of a corporation/organization)
- Innovation 3 + 1 know well and all illustrations
  - **Innovation**: taking a new idea and putting it into practice
  - Three forms:
    - Process
    - Product
    - Business model
  - Six sigma = process improvement
  - Innovation & Instagram
- **Commercialization – selling innovation**
  - Read in book

- o 3M/Post-Its, Terra Cycle
- Structure supporting innovation
  - o Strategy - includes innovation
  - o Culture - values innovation
  - o Structure - supports innovation
  - o Management - supports innovation
  - o Staffing - for creativity innovation
- Change defined
  - o Denial, anger, bargain, depression, move on
  - o "It is personal and organizational"
  - o "To make the form, nature, content, future course, etc. (of something) different from what it is or from what it would be if it was left alone"
    - Moneyball trailer (Oakland A's)
  - o Fundamental change drivers: *opportunity & threat*
- Two types of change
  - o Transformational
    - Buying a new car
    - Starting over with a redirection of the org.
  - o Incremental
    - Taking car for a tune up
    - Bending/adjusting to improve org.
  - o Twinkies ended by Hostess
  - o IBM - new CEO brought in to "Kill IBM" /sell assets
- Approaches (drivers vs. status quo)
  - o Change Drivers - ambitious
    - Confident of ability
    - Willing to take risks
    - Seize opportunities
    - Expect surprise
    - Make things happen
  - o Status Quo - set in ways, don't seek change
    - Threatened by change
    - Bothered by uncertainty
    - Prefer predictability
    - Support status quo
    - Wait for things to happen
- Change process - unfreeze, freeze, refreeze & burning platform
  - o Unfreeze - create a need for change
  - o Freeze - implement and manage the process of change
  - o Refreeze - stabilize the change & scan for future
  - o Burning platform - something is going down in flames, emphasize services & manage everything with a new strategy to change the culture
- Force, rational, shared

- Force-coercion strategy – pursues change through formal authority and/or the use of rewards or punishments
- Rational persuasion strategy – pursues change through empirical data and rational argument
- Shared power strategy – pursues change by participation in assessing change needs, values, and goals
- Page 225, why do people resist change? \*
  - Fear of the unknown, disrupted habits, loss of confidence, loss of control, poor timing, work overload, loss of face, lack of purpose

## Chapter 14

- Definitions of team and synergy and teamwork
  - Olympic moms video & NASCAR pit crew
  - Team/teamwork: collection of people who regularly interact to pursue common goals
  - Synergy: when the whole is greater than the sum of the individual parts
- Benefits and common problems teams (social loaf) (one question per part)
  - Benefits
    - More resources
    - Improved creativity and innovation
    - Improved decision making
    - Greater commitment to tasks
    - Increased member motivation
    - Better control & work discipline
    - More individual need for satisfaction
    - Synergy – better performance
    - Buy-in – people will support what they come up with
    - Skill development
    - Enjoyment & fun
  - Common Problems
    - Cultural miscommunication
    - Personality conflicts
    - Power struggles
    - Participation level
    - Lack of focus
    - Group think
    - Poor follow through
    - Definition of quality
    - Maturity
    - Free riders/social loafing
    - Workload imbalance
    - Personal vs. professional
    - Conflict on roles
    - Work styles
- Managers and 4 ways to interact with a team