

Chapter 9

- Managers must – Big Three Things
 - o Developing culture, encouraging innovation, managing change
- All Videos are important
- Culture
 - o It is Personal
 - System of shared beliefs/values guiding behavior (internal)
 - Set of signals of what is consider appropriate vs. inappropriate (external)
 - o It is organizational
 - o It is Corporate- the way we do things
 - Tends to shape attitude, reinforce the beliefs, direct behavior, set expectations
 - Zappos story- great place to work
 - o It is Global
 - o Sub-Cultures
 - Academic (type and level)
 - Functional (ex: marketing)
 - o From personal → organizational → global → corporation and culture (shaping attitudes)
- Observed and core culture
 - o Ice-burg-
 - 1- visible (dress, office, symbols, slogans)
 - 2- Invisible (expressed values)
 - 3- Assumptions (deep beliefs, ex: we are a family)
 - o Core Culture:
 - Values and beliefs about right ways to behave
 - Stories- Easily remembered and passed on
 - o Instills deeper cultural understanding
 - i.e. Wegmans increases average purchase
 - Where performance and Culture intersect
 - Rites- creates connections to people and organizations
 - o Builds morale and encouragement
 - o Shared hands-on experience
 - Symbols
 - o Common understanding of culture
 - o Easy to recognize
 - Heroes- Shared knowledge of hero stories
 - o Established or represent core values
- Innovation
 - o Taking a new idea and putting into a practice
 - The process of translating an idea or invention into a good or service that creates value or for which customers will pay
 - o Process- (Lean Principles) reduction of waste
 - Reduction in cost
 - Increased turn around
 - Better customer service
 - o Product- ipad/kindle
 - o Business model- changing the way we do business now
 - Dish and blockbuster
 - Instagram- Excellent example of a business model innovation for instagram and facebook
 - o Sustainable- Toyota

- Zero Waste
- Nick DeLozio (innovator)
 - 17 Y.O.
 - Sold app to Yahoo for 30 Million
 - Summly App
- Commercialization
 - Post-it note story
 - Tom Szaechy- teracycle video
- Structure- 5 elements
 - Strategy- Includes innovation
 - Culture- values innovation
 - Structure- supports innovation
 - Management- Supports innovation
 - Staffing- for creativity innovation
 - Definitions and application
- Change
 - To make the form, nature content, future course etc, of something different from what it is or from what it would be left alone
 - It is personal and organizational
 - Dealing with change
 - Denial, anger, bargain, depression, acceptance, move on
 - Moneyball- Billy Bean
 - Transformational
 - Incremental
 - Day-to-day process improvement
 - IBM, hostess
 - Burning platform- Lou Gerstner
 - CEO of Hostess
 - Twinky shut down in Nov. 2012
 - Reopen from new company in July 2012

- Approaches

Change Drivers	Status Quo Holders
Confident of ability	Threatened by change
Willing to take risks	Bothered by uncertainty
Seize opportunities	Prefer predictability
Expect surprise	Support status quo
Make things happen	Wait for things to happen

- Change in Process:
 - Unfreeze- create a need for change
 - Change- Implement and make the process of change
 - Refreezing- stabilize the change and scan for the future
- Monster change issue is time
- Skunk works- smaller tests to see if it would work before implementing
 - Curt Lewins
 - Who moved my cheese
- 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

Chapter 10 HR

- People a cost or an asset
 - o A cost to reduce?
 - o An asset to develop
 - Human capital- economic value of employees skills and knowledge
- Strategic Human Resource Management
 - o Aligns Human Capital with organizational strategy
- Three functions:
 - o Attracting
 - Assess need and define job
 - Recruiting strategy and implementation
 - Candidate selection and offer process
 - o Developing
 - Orientation/socialization
 - Training and experiences
 - Top 10 Training Subjects:
 - o Managerial
 - o Industry specific
 - o Business Practices
 - o Compliance
 - o Other- product, quality
 - o Information tech.
 - o Customer service
 - o Orientation
 - o Interpersonal skill
 - o Sales
 - Coaching/mentoring:
 - Mentoring- process of assigning an early career employee to a senior manager for career guidance
 - Coaching – working with a manager to develop personal and business competencies in a holistic manner
 - Performance MGMT.
 - Two-fold purpose:
 - o Measures and documents work performance
 - o Used a developmental tool to enhance work performance
 - o Keeping
 - Compensation and benefits in line with market
 - Clear career path identified
 - Work-life balance focus
 - Career planning: matching individual career goals, capabilities to opportunity
 - Career development; managing how a person progresses in a career
 - Career path; providing, structure, flexibility and direction for a person to achieve greater work responsibility
 - The building and maintaining of a quality workforce= HRM
- How we Recruit
 - o All External 35%
 - o Internal and Referral 65%
- 5 Selection methods- ASTD- American Society for Training and Developing
 - o In depth interviewing