NOTE!

-UNLESS OTHERWISE NOTED, READINGS AND ASSIGNMENTS THAT ARE REQUIRED TO BE DONE IN PREPARATION FOR A GIVEN SESSION ARE LISTED WITHIN THAT SESSION OF THE SYLLABUS!

ASSIGNMENT DUE FOR SESSION #1!

Do the readings and turn in the following assignment when you come to the first session:

Assignment: (B)

Drawing on an experience of yours being part of a non-business organizational culture (sports team, club, association or other), craft a two page paper answering the following questions:

1 – Describe the organizational culture? Purpose? What were the underlying assumptions, values and behaviors (practices)?

2 – How would you describe the differences and similarities between “societal” culture from which the individuals came and the “organizational” culture?

3 – Did/Does the organization you chose to join function well as an organizational culture? Why? Why not?
COLUMBIA BUSINESS SCHOOL
EMBA – “SATURDAY ONLY” ELECTIVE COURSE
Professor: Peter Meola

ORGANIZATIONAL CULTURE DEMYSTIFIED:
Leading and Creating a Winning Organization
Summer, 2015
Course: B7537-002

Class Times: Vary by session. See individual times within syllabus
Class Location: TBD

Professor: Peter Meola
E-mail: pjm2135@columbia.edu
Phone: 1-914-309-7770
Office Hours: By appointment

CREATE AND LEAD AN ORGANIZATIONAL CULTURE
THAT DRIVES PERFORMANCE
Learn how to lead and succeed by properly leveraging the power of culture through key challenges associated with:
Mergers and Acquisitions…International Expansion….Strategic Change
Mature Businesses…For-Profits and Not-for-Profits…..and more!

MANAGE CULTURE BEFORE IT MANAGES YOU!
PEOPLE WORK FOR MORE THAN JUST MONEY!
THE COURSE PREMISE:

I feel extremely fortunate to have come to understand, rather early in my career, the power of organizational culture as a tool in driving performance. For me, as I look over my 25 years+ as a senior executive of multinational businesses and my participation in not-for-profit entities as well, it was a leadership understanding and orientation that was invaluable to my career progress.

That being said, experience with the general managers I have mentored and led, suggests that many executives are uncomfortable with the word ‘culture’ and what to do with it in the context of their leadership accountability. As a standalone leadership tool, it appears underutilized, and much is vented with notions like:

“I am not able to get my hands around it”

“What do I do when I expand my organization beyond my home borders?”

“What do I do when we grow though acquisition and need to integrate organizations?”

“What do I do when my organization’s strategy changes?

“It is like stabbing the fog”

“It is not something I can do anything about”

“It is too soft an issue for me”

“If I just tell them what to do, they will figure out how to do it”

“I just focus on things I can control…culture is not one of them”

This course is based on the premise that organizational culture, and the leadership of it, is significantly misunderstood and under-leveraged. The intent is to bring more clarity, context, relevance and understanding to the topic and, in effect, “demystify it,” such that leaders can appropriately use it as the powerful tool it can be in leading and creating a sustainable high performance organization. The essential challenge and call on leadership is to keep organizational culture aligned, defined, deep and fluid, given an increasingly dynamic climate.

Additionally, as future graduates, you will become more aware of the importance of finding the correct “fit” between you and the organizations you choose to consider to join as your career progresses. Simply speaking, the better the “fit”, the better the prospect for organizational and individual success.
LEARNING OBJECTIVES:

Participants will:

1- More deeply understand organizational culture in a context that is relevant, meaningful and useful.

2- Garner a powerful level of underpinning knowledge, frameworks and tools associated with the leadership of culture.

3- Learn and challenge other students, guest faculty and executives about their experience associated with the leadership of culture, including participating in a dynamic simulation for working across cultural divides.

4- Begin to discover yourself and how to inspire others by developing your personal Leadership Credo, a productive foundation for creating a dynamic and productive organizational culture.

5- In groups, choose an organization of interest and provide an assessment on the level of robustness with which the leadership and firm utilize culture to lead and create a high performance organization.

6- Gain valuable knowledge to maximize the chance of choosing a career and organization that is of sound “fit.”

7- Capture, in a final paper, the key learnings from the course and how you would apply them personally to enhance your career.

GUEST SPEAKERS:

-Roland DeSilva – Chairman, Managing Partner of DeSilva+Phillips, a leading M&A advisor to the media, marketing, education and information services industries
Discussion Topic: “Change...Challenges and Opportunities”

-Brenda Greer Geiselmann - Former VP, BNY Mellon
Doctor of Organizational Leadership and Learning, Teacher’s College, Columbia University
Doctoral research: “How Individuals successfully transition organizational cultures when their firm is acquired”

PAPERS / PROJECTS:

There will be 4 papers/projects (double-spaced) required for the course, as follows:

- **Your Experience Within a Non-Business Organizational Culture (B)** - A 2 page paper (max) analyzing your key learnings based on a personal experience. (DUE AT FIRST CLASS!). This assignment is not graded individually, but as part of class participation grade.

- **Your Leadership Credo and Presentation (C)** – Develop and potentially present (names picked out of a hat) your Leadership Credo to the class. Specifics of this assignment will be shared in class. This assignment is not graded individually, but as part of class participation grade.

- **Organization Analysis (group project) (A)**– Based on an organization of your choosing, write a 10 page (double-spaced) group paper / 30 minute presentation assessing the level of robustness with which the leadership and firm utilize culture as a tool to create and lead a high performance organization.

- **Final Paper (C)** – A 2 page (double-spaced) paper (max) capturing the key learnings from the course and how you would apply them personally to enhance your career.
**GRADING:**

Grades will be based:

40% - In-Class Contribution (includes submission of paper due at first session and your leadership credo)

30% - Organization Analysis Group Paper (Presentation is part of the grade)

30% - Final Paper.

Note: Papers are expected to be submitted on time and late submissions will be deducted a full grade unless there is significant reason noted and registered with the Professor before due dates.

**EXPECTED CLASS BEHAVIORS:**

**Have fun and be engaged** - Trust me…. this is a great topic, but only as good as our willingness to ensure a productive and engaging experience. Be open, share your thoughts and challenge us all!

**Bring your name-plate to class** - I’m not bad with names but… please bring a name-plate (create one if need be!)

**Help me continuously improve the course** – Please share with me any thoughts or input to help make your class the best it can be!

**Be there… and on time** – Remember Woody Allen - good practice for the real world!

**Electronic Devices** – Use common sense and courtesy........

**TEACHING STYLE AND CLASS RHYTHM:**

My teaching style aspires to foster active and enthusiastic dialog in the classroom…..more of a seminar orientation. Experience and research suggest engagement is the best way to learn. I would welcome all parties take responsibility for the success of the course. There will be a mix of lectures and guest speakers, as well as, case and reading reviews, with significant emphasis on "discussion". I will place a premium on your contribution to our discussions associated with application of learnings to your specific industry and career challenges.
After over 25 years as a senior executive of multinational businesses, Peter is a member of the Executive Education Faculty at the Columbia Business School in New York. His primary areas of focus and passion are Leadership of Organizational Culture, as well as, Strategic Learning as a Leadership Process, which is uniquely applied within Columbia’s executive education programs, both open enrollment and custom. Peter also teaches MBA, as well as, Executive MBA candidates.

Prior to joining the faculty, Peter held a variety of senior executive roles in several global firms, including Unilever (Foods), Lehn and Fink (Household Products), The Seagram Company (Distilled Spirits), Tropicana (Beverages), Burmah Castrol (Lubricants) and ExxonMobil (Energy). Most recently, Peter was a Group Executive at BP PLC (British Petroleum), and CEO of their Americas Lubricant Division, where he led a cross-cultural and cross-functional employee base with operations in over 20 countries. In 2000, when BP PLC successfully acquired and integrated Burmah Castrol, Peter was an Executive Member of the Global Integration Team and the lead executive in the Americas. He was also an Executive Committee Member of the Global Lubricants business and Chair of their Human Resource Committee.

Peter has a BA in Economics from Union College (Schenectady, New York) and an MBA from the College of William and Mary (Williamsburg, Virginia). He is an elected member of Beta Gamma Sigma, a national scholastic honor society in the field of business and has attended post-graduate educational programs at the Wharton School, INSEAD and Stanford University.

He is a former member of the Board of Trustees of St John’s Riverside Hospital and Chair of the Planning Committee, Visiting Lecturer at the University of Colorado’s Leeds School of Business, Industry Advisor for JPMorgan Chase Primary Insight and Founder of Meola Associates LLC, a strategic advising and consulting firm. Peter has served as a senior executive consultant for a number of firms, including Welch’s, IntraLinks, Novartis, CNA Insurance, Henry Schein, Johnson & Johnson, United Nations Federal Credit Union and ExxonMobil.

Peter and his wife, Carol, reside in Westchester County, New York and have two grown children.
SESSION #1  “COURSE INTRODUCTION”
(May 16th)
(12:30 – 3:30)

- Who am I? Why am I here?
- Who are you? Why are you here?
- What is organizational culture?
- Align our expectations/orientation to the subject

**Reading(s):**


Thompson, “For Executives, Empathy Means Dollars and Sense”, Phi Kappa Phi Forum (Spring 2011)

Cascio, “Empathy Spurs Basketball Coach to Success”, Phi Kappa Phi Forum (Spring 2011)

Kristof, “How Do We Increase Empathy?”, *New York Times*, 01/29/15

Shambora, “Advice From A Maestro”, *Fortune*, 03/29/11

**Assignment: (B)**

Drawing on an experience of yours being part of a non-business organizational culture (sports team, club, association or other), craft a two page paper answering the following questions:

1 – Describe the organizational culture? Purpose? What were the underlying assumptions, values and behaviors (practices)?

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3 – Did/Does the organization you chose to join function well as an organizational culture? Why? Why not?
SESSION #2  “DOES ORGANIZATIONAL CULTURE MATTER?”

(May 30th)
- Explore the impact of culture on organizational performance

(12:30-3:30)
- Your experiences?
- Strategy versus Culture… who wins?
- Explore the view from the leader’s perch
- Explore the view from the employee’s perch

Readings:

Chapter 1, “The Power of Culture,” Corporate Culture and Performance, Kotter and Heskett (1992),

“Shaping Southwest Airline’s Organizational Culture” (compilation or sources)

Schwartz and Porath, “Why You Hate Work”, New York Times, 05/30/14

Smith, “What’s Eating the NYPD?” NY Magazine, 4/8/12

***Case: Read for class discussion

Circus Oz (A)

- Frame the challenge of this case
- Were does tension reside in this case? Why?
- What are the various decisions that could be made?
- What are the implications of the various decision options?
- What would you do as the leader?
- What are the key learnings?
- Does culture matter? Why? Why not?
SESSION #3  “UNLEASHING THE POWER OF CULTURE – WHERE TO BEGIN?”

(June 6th)  
(8:30-11:30)  
- Where does Culture properly fit in the business system?
- Explore the relationship between strategy and culture
- Explore how best to articulate culture for an organization
- Explore instrumental behaviors in different settings
- How might it work, look and feel in your firm?
- What is the role of leadership?
- The importance of a Leadership Credo and you doing one

Readings:


Kimes, “Cisco Systems Layers It On,” Fortune, 12/08/08

Bryant, “Robert Reid of Intacct: The Culture Always Comes First”, New York Times (Corner Office), 10/20/14

Bryant, “It’s Not About Me. It’s About Our Company Values,” New York Times, 7/14/12

Morgenson, “A Vow To End Hollow Nods and Salutes”, New York Times, 06/07/14


Richtel and Chan, “Tim Cook, Making Apple His Own”, New York Times, 06/15/14

Executive Education Student, “Leadership Credo Example”

***Case: Read for class discussion

Lehman Brothers (A): Rise of the Equity Research Department

- Frame the challenge of this case
- From what does culture emanate in this case? What was the starting point?
- How would you articulate the culture in the research department?
- Do you consider the culture a success? Why? Why not?
- What are the key learnings? What went well? What could have been done better?

Reminder: Assignment for Session #4 (June 13th)

What is your Leadership Credo?
You will potentially be called on (names picked out of a hat) to present your credo!
**SESSION #4**  
**“LEADERSHIP CREDO PRESENTATION KICK-OFF”**  
(June 13th)  
(Students will begin to present their credos to the class)  
(8:30-11:30)  

**Reminder: Kick-off Student “Group” Project (A)**  
(All Group Project Papers Due Session #11/ Presentations Given Sessions #11/#12)  
Pick an organization of interest. Using the frameworks, concepts and learning’s from the course, write a paper (maximum of 10 double- spaced pages) and a 30 minute presentation of your assessment on the level of robustness with which the leadership and firm utilize culture as a tool to lead and create a high performance organization.

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**SESSION #5**  
**“CONTINUATION OF LEADERSHIP CREDO PRESENTATIONS + GUEST SPEAKER”**  
(June 20th)  
(8:30-11:30)  

**-CONTINUATION OF LEADERSHIP CREDO PRESENTATIONS --- First half of class**  

**-GUEST SPEAKER: ROLAND DESILVA --- Second half of class**  
Chairman, Managing Partner of DeSilva+Phillips, a leading M&A advisor  
Discussion Topic:  
“CHANGE……CHALLENGES AND OPPORTUNITIES”
SESSION #6  “UNLEASHING THE POWER OF CULTURE — A CONTINUOUS PROCESS”

(7/11th) - Explore a culture change leadership experience of Peter Meola’s
(3:45-6:45)

*Leadership perspective and orientation required

*The Sigmoid Curve

*The Change Equation

*How should the ecosystem work?

*How does all of this work in your firm?

Readings:


Taylor III, “GM and ME,” Fortune, 12/08/08

Groysberg, Sant and Abrahams, “How to Minimize Risks of Hiring Outside Stars,” WSJ, 09/22/08

Culbert, “Get Rid Of the Performance Review,” WSJ, 10/20/08

Rhoads, “Questions for Jerry Colangelo,” WSJ, 08/22/08

Walton, “Memo From Rob Walton to Wal-Mart Employees,” WSJ, 11/21/08

Lazidou, “Three Ways to Measure Your Corporate Culture,” Strategic Communications Management, April/May 2008

Lubin, “Claiborne’s CEO Crams Into Coach to Cut Costs,” WSJ, 12/30/08


“Inside the Deskless Office,” Forbes, 7/16/12

Stoll, “Nokia Late to the Silicon Valley Party,” The Wall Street Journal, 6/21/12

Burke, “Avon: The rise and fall of a beauty icon,” Fortune, 4/30/12

Kateenbach, Steffen and Kronley, “Cultural Change that Sticks,” HBR, July-August 2012
SESSION #7 “PUTTING COMPANIES TOGETHER + GUEST SPEAKER”

(July 18th)
(12:30-3:30)
- What to do?
- Key considerations?
- Your experiences/learnings?

Readings:


Heimeriks, Gates and Zollo, “The Secrets of Successful Acquisitions,” WSJ, 09/22/08

Sidel, “Next Crisis for U.S. Banks? Integration,” WSJ, 01/09/09


*** Case: Read for class discussion

Novartis (A): Being a Global Leader --- First half of class

- Frame the core challenge of this case
- What went well in the Novartis case? What might have been done better?
- If you were Vasella, what would you say to employees at your first Town Hall meeting with them?
- Key learnings, in terms of process and leadership, when it comes to organizational integration?

-GUEST SPEAKER: BRENDA GREER GEISELMANN --- Second half of class

Former VP, BNY Mellon
Doctor of Organizational Leadership and Learning, Teacher’s College, Columbia University

Doctoral Research Presentation:

“How Individuals Successfully Transition Organizational Cultures When Their Firm is Acquired”
SESSION #8                  “NATIONAL CULTURES AND TRANS-NATIONAL ORGANIZATIONS”

(July 25th) -What to do?
(3:45-6:45) -Key considerations?
-Your experiences/learnings?

Readings:
Chapter 8, pages 331-354,"National Cultures as Organizational Environments", The Cultures of Work Organizations, Trice and Beyer (1993)


E.L., “Euphemistically Speaking…This May Interest You**”, The Economist, 05/27/11

***Case: Read for class discussion

Four Seasons Goes to Paris: “53 Properties, 24 Countries, 1 Philosophy”

- Frame the core challenge of this case
- What went well? What could have been done better?
- Key learnings in terms of process and leadership, when it comes to geographical expansion?
- What was the key success factor in the case?
SESSION #9  “RANDOMIA BALLOON FACTORY SIMULATION”
(August 1st) How culture differences affect our work outcomes…and how to make it work
(8:30-11:30)

SESSION #10 “_ _ IT HAPPENS! REAL LEADERSHIP DILEMMAS IN STRONG CULTURES”
(August 8th)
(8:30-11:30) -What to do?
-What to do?
-Key considerations?
-The Mirror, Newspaper and Ecosystem Tests
-Share your challenges and dilemmas

***Cases: Read for class discussion

In Harm’s Way, Peter Meola (2007)

The Meaning Of “Pimp”? Peter Meola (2007)

When Tragedy Strikes, Peter Meola (2007)

- Frame the challenge of each case
- What issues do these cases raise in your mind?
- As a leader, what would you do? Why?
SESSION #11  STUDENT GROUP PROJECT PRESENTATIONS
(August 15th)  - All group project papers due
(3:45-6:45)

SESSION #12  CONTINUATION OF STUDENT GROUP PROJECT PRESENTATIONS
(August 22nd)  - All group project papers due
(12:30-3:30)

COURSE SUMMARY
- Course Summary and Key Learnings
- All final papers due!
- Course Evaluations