COURSE REQUIREMENT: MUST HAVE TAKEN ORG CHANGE COURSE

COURSE DESCRIPTION
This blockweek course will examine a variety of change management topics that both deepen and widen the Org Change course. It is recommended for students who want to extend their skills in preparing to work in organizations which will be changing and becoming leaders of innovation and millennial friendly corporate environments.

The course begins with focusing on the nature of organizational changes in management practices and corporate cultures, called Management 2.0. These leading edge practices are innovations which must be examined carefully for their effectiveness, generalizability and implementation challenges. This will include examples of bold organizational design (e.g. Holocracy), bold organizational cultures (e.g. transparency and feedback rich), and millennial friendly employee engagement (e.g. corporate values and empowerment). Will these work? How will organizations change to instill them? What kind of organization will appeal to a CBS student? We will do our very own Hackathon to help shape the changed organizations needed!

The course will also go deeper into “how to’s” such as—e.g. how to change corporate cultures and values, how to address cross cultural (national) differences in change management, how to manage a post-merger integration process, and how to lead large transformations. It will also examine the latest advances in change management approaches and the personal characteristics needed to be a change agent such as “CQ” (Change Intelligence). Finally, it will look at how to come back from traumatic loss and change.

One big feature of the course that extends beyond Org Change are the field visits to iconic NYC organizations to meet with Executives and discuss their experiences with change management. Each student will experience a half day field trip to one of the following organizations: New

The course will include case examples, a cross cultural self-assessment, a computer simulation, lectures, and a number of special class guests from different industries (e.g. B to B, consumer goods, and military). Finally, there will be a special visit to the 9-11 Memorial which will help us appreciate the ultimate challenge of traumatic change, loss, healing, and resilience.

Overall, it will be a very interactive course with applications, techniques, and personal exposure to change leaders and change situations. Key lessons from experience will be conceptualized as well as learning best practices.

Materials: Advanced Org Change
COURSE SYLLABUS AND SCHEDULE

<table>
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<th>Session 1: Leading Edge Organizational, Management and Culture Changes (TUESDAY Jan 17, 2016) (Note: Written Assignment Due)</th>
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**Topic 1: Leading Edge Organizational Changes—What Changes are Organizations Making today which are bold, innovative, and challenging? (e.g. Hierarchy Busting, Values Based Management, Silo Busting, Transparency, etc.)** Why is this needed? Are these new types of organizations one off’s or pioneers for others?

**Readings for Topic 1—Rewiring Companies: What are the Leading Edge Best Practices? And What are the Cautions?**

**Leading Edge Management Practices—Time to Change** (A provocative challenge to all management practices arguing they are in grave need for CHANGE) (Please read a) and at least one of the others


b) “More of Us are Working in Big Bureaucratic Organizations than Ever Before,” Gary Hamel and M. Zanini, *HBR* Blog, July 5, 2106

c) “Impossible and Now: How Leaders are Creating the Uncorporation” Wolff Olins Report 2015.


Leading Edge Corporations with Bold Organizational Models: (Read at least two below)

g) “Why GE had to Kill Its Performance Reviews After More Than Three Decades” Max Nisen, Quartz, Aug, 2015: http://qz.com/428813/ge-performance-review-strategy-shift/

h) “Pushing Shoes and a Vision” David Gelles, NY Times, July 19, 2015.(Zappos Story)


j) “I studied the Zappos CEO’s Schedule for a Year and Here’s What I learned,” Daniel Rodic, Feb 8, 2016

CounterPoints: (Read at least two below)

k) “Beyond the Holocracy Hype,” Ethan Bernstein, J. Bunch, N. Canner and M. Lee, HBR, July –August 2016


o) “The Smart Path to a Transparent Organization” Ethan Bernstein, WSJ, Feb 23, 2015

Topic 2: Changing a Corporate Culture: What does it take to change an organizational culture? How do organizations use corporate values to guide and change behavior? How easy or difficult is it to do so?
Readings for Topic 2 Including Today’s Case:

Our Case for Analysis:

a) Case (read carefully): “Changing the Culture at IBM”, CBS Case (Jick)

General Readings on the Role of Corporate Values and Culture Change (Read at least 2 below:)


Topic 3: Leading Change and Innovative Businesses —The Story of Comic Con! (Preparation for Our Guest)


d) “Growing Pains at Popular New York Comic Con” NY Times, Oct 10, 2014


Guest:

Lance Fensterman, Global Vice President, ReedPOP - A Quirky Offshoot of Reed Exhibitions

Short Written Individual Assignment (Pass-Fail, 10% of Final Grade) (2 double spaced pages, due by 6pm, Jan 16th): Review the readings on the Call for Paradigm shifts in Organizational models, corporate examples and the counter point arguments to the shifts:

a. What are the major shifts occurring in Organizational Forms, Processes, Cultures? Why?

b. Have you seen any of these in your experience and are they effective? Why or why not? If you haven’t seen them, how do all the readings sound to you?
c. Where do you come out on the question as to whether these are just fads or needed paradigm shifts?

d. What would it take to change organizations from the old models to the new ones, or do you have to start from scratch?

**Session 2: Cross Cultural Challenges of Change Management; Live Application (Jan 18, 2016)**

**Topic 1:** What is the nature of global, cross cultural diversity in values and management thinking? For global organizations, how can change be effectively introduced given diverse cultural understandings, values and styles?

**Assignment to do Self Assessment using Intercultural Awareness Profiler:**
Please go to [http://www.cultureforbusiness.com/cc/index1.htm](http://www.cultureforbusiness.com/cc/index1.htm) (Password to be distributed at the first class…)

You can skip or skim Sections 1 (Intro) and 2 (Concepts of Culture). Then complete the survey self-assessment is in Section 3 (Intercultural Awareness Profiler). Then print out your Profile (Section 4), and have some fun looking at yourself in comparison to others in Section 5 (Compare Yourself to Other Cultures) and Section 6 (Country Specific Data). Time permitting, do Section 7 with the Caselets and if you want to “test” yourself overall on all this, Complete Section 8.

Complete the Cross Cultural Values Self-Assessment and review your feedback on the 7 dimensions of culture:

a) What does yourself assessment say about where you stand on each of the 7 dimensions? Anything surprise you?

b) How does it compare with your nationality? Surprises? Insights?

c) How does it compare with other national profiles? Surprises? Insights?

d) “Test” yourself on the cross cultural dilemma situations posed on the website in Section 7, time permitting.

**Required Readings:**


**Optional Readings:**

Guest:

• Sheila Chavdi, formerly Colgate and formerly McDonald’s, Change Manager

**Session 3: Post Merger Integration—Successes and Failures, Tactics and Techniques; Leading Transformational Change**

*(Jan 19, 2016)*

**Topic 1:** Mergers are an ideal context for learning the advanced techniques of change management. We will do an in-class computer simulation, and learn some of the do’s and don’ts of post-merger integration…with both internal and external stakeholders.

**Required Readings:**

a) Read the merger simulation participant guide and prepare for the Mutari simulation


**Optional Readings:**

c) Org Change Website illustrations of mergers, submitted by Org Change students (6 short “cases”).

d) Pritchett Pound website materials (http://www.mergerintegration.com/post-merger-management)


**Topic 2—Leading Transformation—A General’s Perspective**

**Guest:**

• General George W. Casey, “Transformation of the US Army”, 36th Chief of Staff of the US Army (2007-11), leading 1.1M soldiers and managing a $200B budget; also,

Readings:


b) “Leading in a VUCA World” George Casey, Fortune Magazine, March 20, 2104.

c) Dennis James email with background issues regarding General Casey.

Topic 3: Prep for Field Visits

Session 4: Field Visits to Prominent NYC Organizations Facing Change (Jan 20, 2016)

For this session, we will have the opportunity to get direct exposure to organizations (Non Profit and Private Sector) that are challenged with real-time change issues

Assignment: Read about your organization and prepare interview questions

Field Visits: (each of you will go to one of the following sites:)

- **New York Times:** Will Bardeen, Senior Vice President, Strategy and Development, CBS Alum, and several Times executives; Mark Thompson, CEO (TBD)

- **NY Public Library (NYPL):** Anthony Marx, President and CEO; Micah May, Strategy; and others TBD such as Sam Rubin, Chief of Staff; Craig Senecal, Talent Development and Engagement

- **Lincoln Center:** Transition Leadership Team Members; CFO; Lauren Kiel Lincoln Center Global; Russell Granet, Lincoln Center Education and Global

- **Union Square Hospitality Group:** Lauren Hobbs, Chief Marketing Officer, Erin Moran, Chief Culture Officer; Chip Huffman, Internal Communications Director; and others TBD including: Maureen Cushing, Director of IT; Mark Leavitt, Chief Investment Officer; Pete Mavrovitis, Head of Strategic Investment

Class Plan
1. Field Visits—All morning (9-12:30, Approx)
2. Lunch and Preparation of PowerPoint’s (12:30-3:15)
3. CBS classroom: 3:15-6:00 Team Presentations X 3, and Discussion
Required Readings By Site (Read your field site materials, and skim the others. Other Materials can be found in Briefing Folders on Canvas):


e) (Union Square Hospitality Group) “Redefining an Industry: Danny Meyer on the Business and Culture of Hospitality” Charles Shoener


g) (USHG) “Restaurateur takes on the “destructive nature” of tipping,” Financial Times, Oct 17/18, 2015


i) (Lincoln Center) HBS Case—Lincoln Center for the Performing Arts—Alternative Futures” (2011).


m) NYT Case (Jick, 2015)

Group Assignment: Analysis and Recommendations/ PowerPoint (Due in class at 3:15pm, Friday, for 3 teams, and for remaining team TBD at 9am on Monday, Jan 23)

Based on the visit you made and additional readings/research, please put together a PowerPoint presentation (20 minutes max) which might include material along the following lines:
a) **Diagnosis**: What is the change challenge facing this organization? What are its change threats and opportunities? What trends and events have led the organization to its current state?

b) **Change Progress Review**: What changes has it made or does it plan to make? Who were/are the change agents? Where was/is the resistance? How has the organization dealt with the change thus far? What obstacles remain? How much progress has been made to date?

c) **Action Plan**: What recommendations do you have for this organization about making and managing change going forward?

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**Session 5: Transformation, Loss and Resilience (Jan 23, 2016)**

**Topic 1**: Team Presentations (Con’t)

**Topic 2**: Advancing Org Change Tools and Change Leaders — How do we change change management to beat the odds of a 75% failure rate? What does it Take Personally to be a Successful Change Leader?

**Readings**:

**Required**


2) “CQ: An Idea Whose Time Has Come” in *Change Intelligence: Use the Power of CQ to Lead Change That Sticks*” Barbara Trautlein, 2013, pp.7-20


4) “Stragility: The Ultimate Competitive Advantage” Auster and Hillenbrand, Leader to Leader, Fall 2016

**Optional**


**Topic 3**: Healing and Resilience

Perhaps the central challenge in Change Management is how to manage loss and develop resilience. In the afternoon, I will present a behind the scenes look at how the 9-11 Memorial was conceived and the role I played as the Facilitator of a series of Committees charged with determining the mission and program for the Memorial. We will then do a
site visit of the 9/11 Memorial and witness and discuss the tragedy, the loss, how it has been memorialized, and the healing and recovery.

Readings:

**Topic 4: Course Summary**—We will discuss the themes and takeaways from Advanced Org Change.

**GRADING**

Grading will be as follows: 1) Class participation (50%), 2) Individual assignment (10%), and 3) Final Case Analysis (40%)

1. Class Participation (50%); Includes contributions made in class discussions, simulation, cross cultural survey completion, engagement with Course guests, participation in the Field visit and Field report/debrief/discussion…

2. Individual Assignment (10%) (due Jan 16)

3. Final Case Analysis (40%)—A take-home final will be a case analysis which ties together and taps course concepts, and will be due, Feb 1. It is planned to be made available after last class.