



 POLITECNICO DI MILANO

 Leadership and Innovation



Leadership and Innovation

Introduction to the Course

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Faculty



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Introducing Mariano Corso

Background:

- Degree in Management Engineering
- Internship at the R&D Department of Telettra-Alcatel Italia
- PhD in Management Engineering: Continuous Innovation and Knowledge Management in New Product Development
- Researcher and Contract Professor of Innovation Management
- Co-founder of CINet (Continuous Innovation Network)
- Associate Professor at the University of Pisa
- Co-founder of the Digital Innovation Observatories
- Full Professor of Business Economics and Organisation and Human Resource at PdM
- Chair of Management Engineering Degree and Deputy Dean at the Cremona Campus
- Dean of the PhD in Management Engineering and Dep Director of the PdM PhD School
- Associate Dean of the School of Management for Alumni and Talent Development

Today:

- Full Professor of Leadership and Innovation
- Scientific Responsible of different Observatory including: Smart Working, HR, Innovation Practice, Innovation in Healthcare, Digital Agenda, Digital Transformation Academy, Cloud Transformation, Cybersecurity and Data Protection...
- Founder of Digital360 SpA and President of P4I – Partners for Innovation (a Digital360 Company)
- Member of the Steering Committee of the “National Observatories on public work” at the Ministry of Public Administration and Coordinator of the Technical-Scientific Committee on "Organizational Innovation and Agile Work"

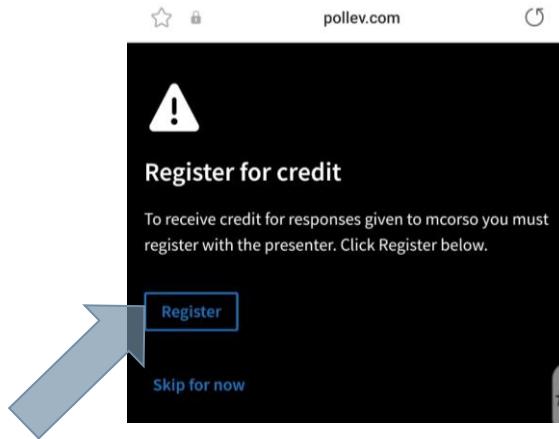
Poll Everywhere

Go to the following link: <https://pollev.com/mcorso> or download the App **Poll Everywhere** from [App Store](#) or [Google Play](#)

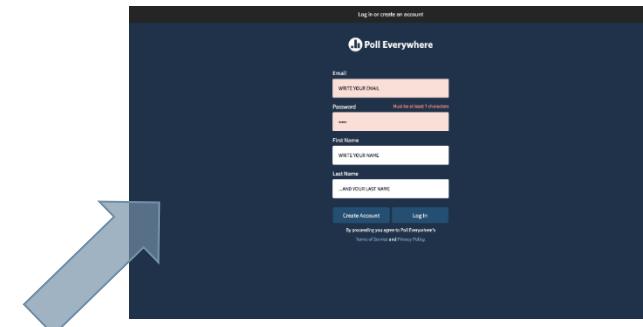


pollev.com/MCorso

1. Use the link or the QR Code to connect



2. Register and Create your Account



3. Complete your account with your REAL Name and Surname and your POLIMI email address



Are you here in class?

Yes

0%

No, I'm connected from another place

0%

Join by Web PollEv.com/mcorso



Where are you from?

0



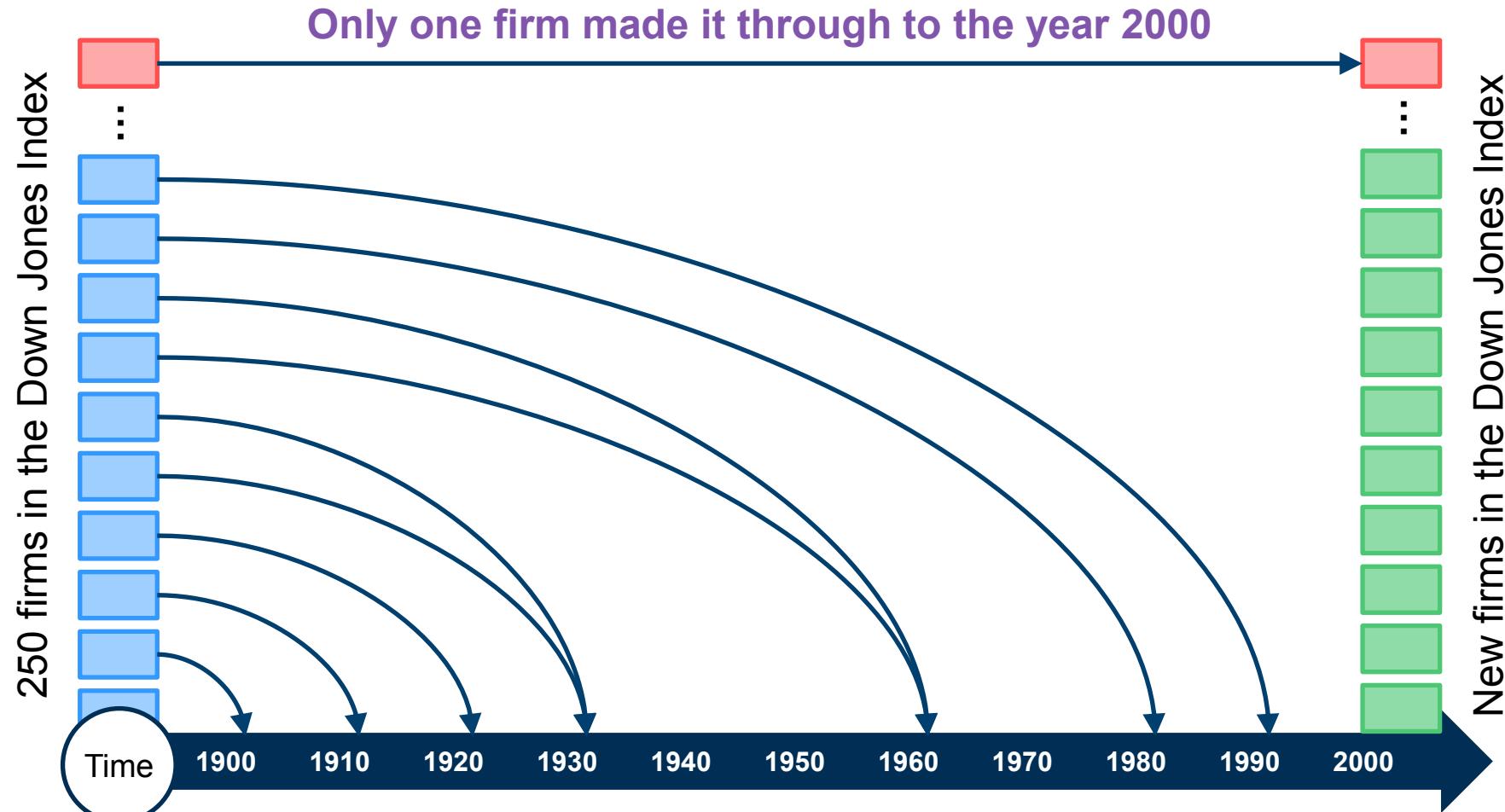
Agenda

- Why Leadership and Innovation
- Stories of Leadership and Innovation at Politecnico di Milano
- The course approach
- Structure and content of the course
- Syllabus

Why Innovation

Innovation vs Running Operations

Innovate or perish is nothing new but...



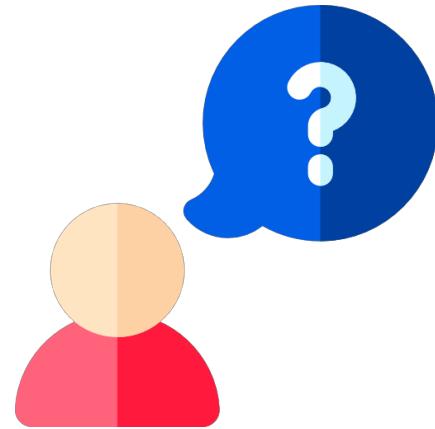


What company are we talking about?

Nobody has responded yet.

Hang tight! Responses are coming in.

What is new today?

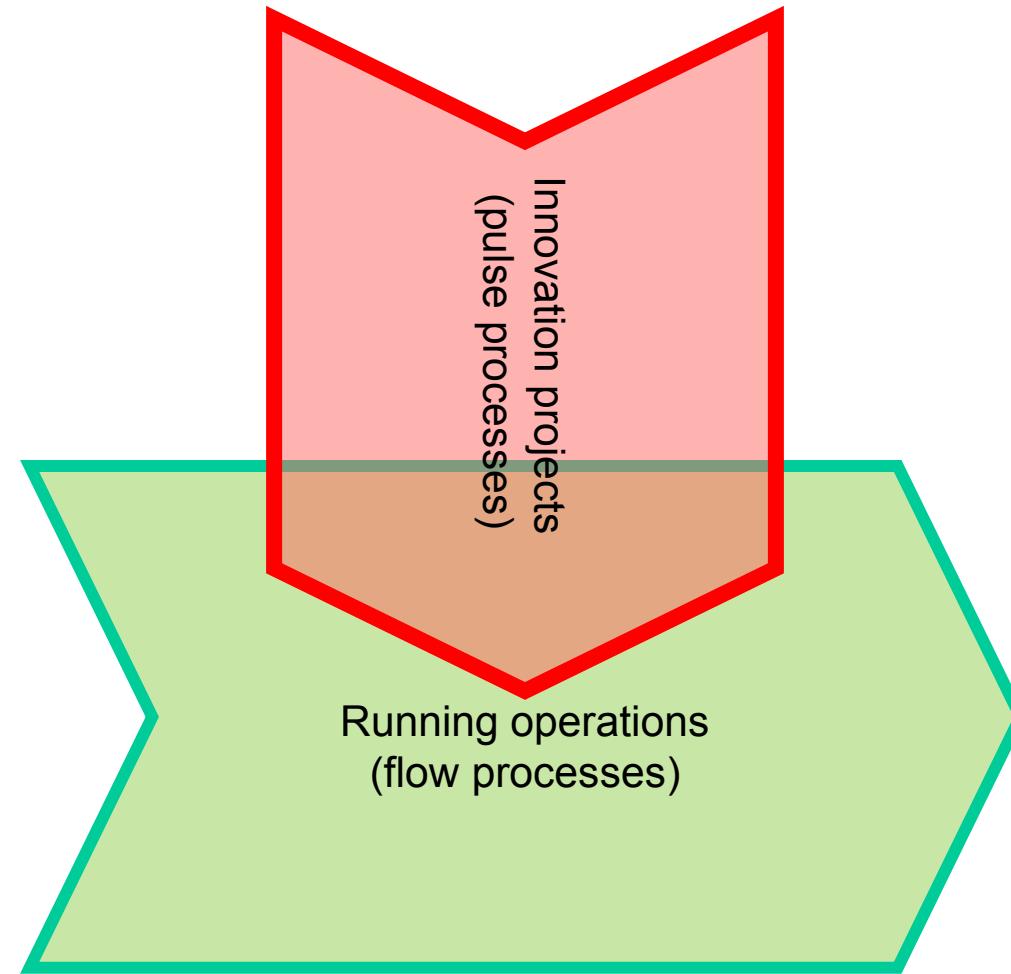


Innovate or Perish!
This has **always** been true!

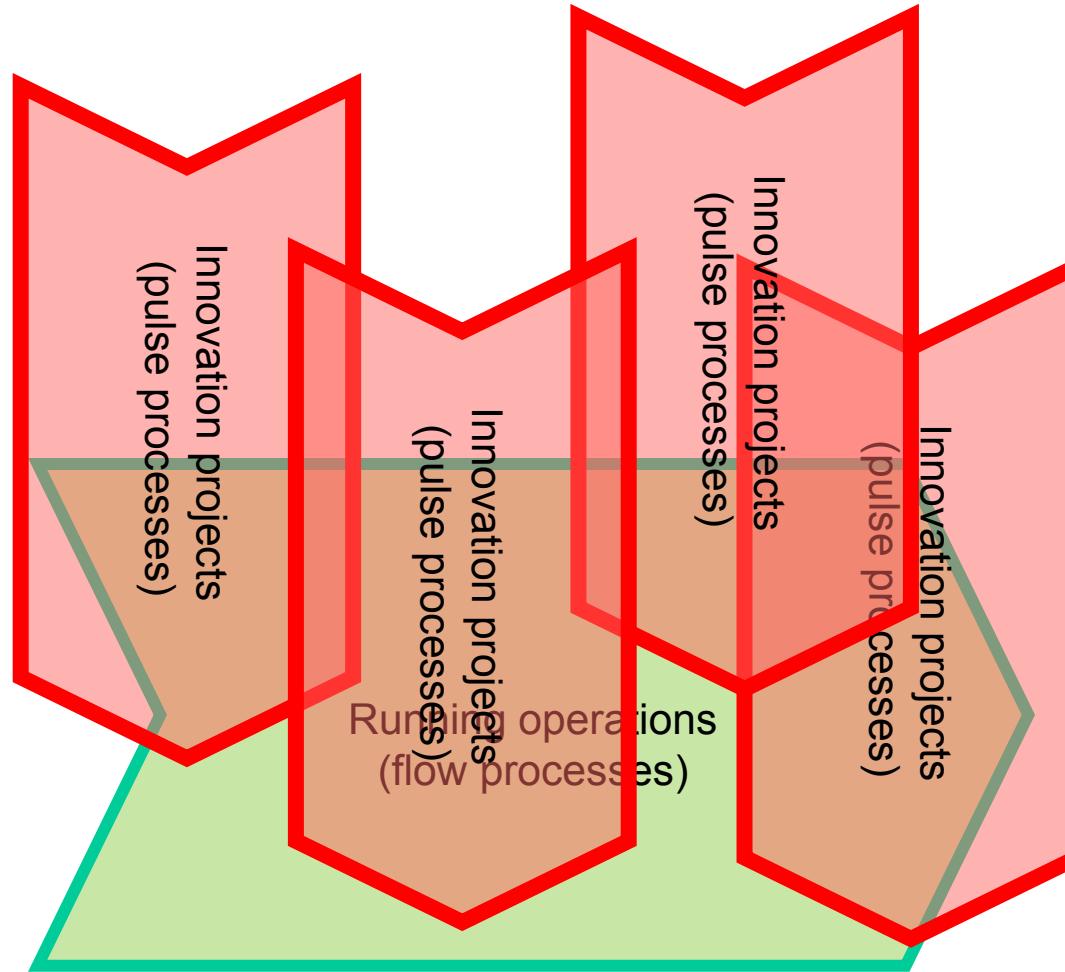
What's new about it?

Why is it so important today
to talk about new models of
INNOVATION?

What is new today?



What is new today?



Innovation and change as an everybody and
every day challenge!

Why Innovation

Innovation vs Running Operations

What is new today?

- **Pace**: time available before the full impact of innovation is shorter and shorter
- **Pervasiveness**: innovation is not something episodic or sporadic but rather everyday and everybody business
- **Openess**: sources of innovation are more and more outside the company boundaries with actors that in many cases are non-contractible by the company (Carliss Baldwin)



What does management mean to you?

Nobody has responded yet.

Hang tight! Responses are coming in.



What does leadership mean to you?

Nobody has responded yet.

Hang tight! Responses are coming in.

Why Leadership

Leadership vs Management



Functions of a manager (Fayol)

- **Planning:** define goals and strategies
- **Organising:** assign tasks and power
- **Commanding:** given orders and instruction
- **Coordinating:** harmonizing people activities
- **Controlling:** monitor adherence to plans



Roles of a manager (Mintzberg)

- **Interpersonal:** ceremonial/symbolic duties
- **Informational:** collect/transfer information
- **Decisional:** choose between alternatives



Skills of a manager (Katz)

- **Technical:** apply specialised expertise
- **Human:** work with other people
- **Conceptual:** diagnose complex situations



Why Leadership

Leadership vs Management



Functions of leaders

- Challenging: the status quo
- Developing visions: setting directions
- Managing change: toward the new vision
- Communicating: throughout organisation
- Engaging: motivating and inspiring

Elements characterising leadership

- Influences process
- Establish relationships between a leader and followers
- Involve social influence
- Occurs at multiple levels
- Involves goal attainments

Sources of Leadership

- Formal role
- Personality
- Knowledge and skills

Someone who is able to influence a group toward the achievement of a vision or goals

Leader

Why Leadership

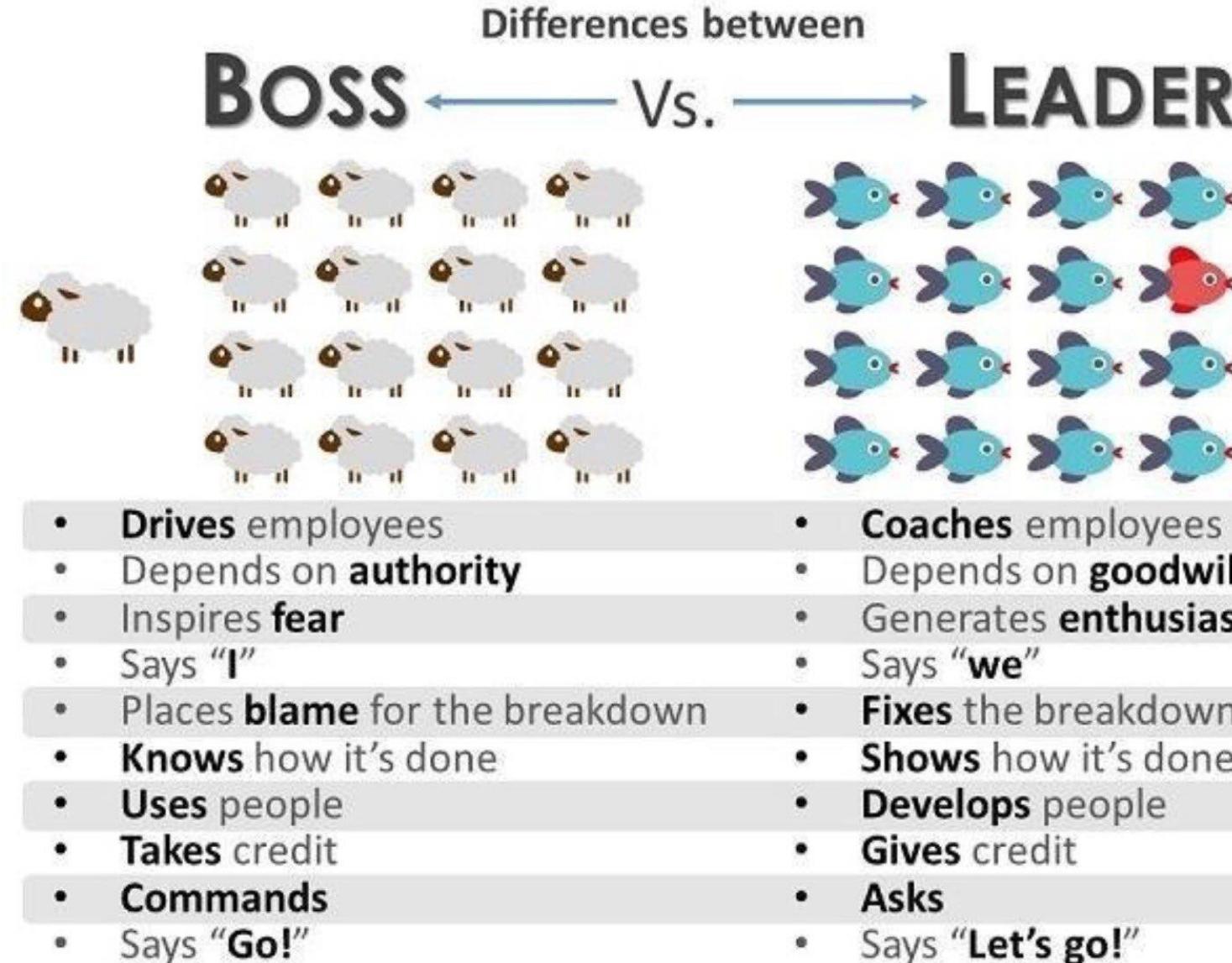
Leadership vs Management

Managers	Leaders
Seeks order and consistency	Seeks change and movement
During planning and budgeting – establishes agendas, sets timetables and allocates resources.	Establishes a direction – looks at the big picture, clarifies the situation, creates a vision and determines strategies.
With relation to staffing – provides structure, job placements and defines rules and processes.	With relation to people – aligns people, communicates goals, builds teams, looks for commitment.
Focuses on control and the solving of issues by taking actions to correct issues, creating solutions and defining incentives to reward good work.	Focuses on motivating and inspiring people through empowerment, looking at how to satisfy unmet needs, and energising people.

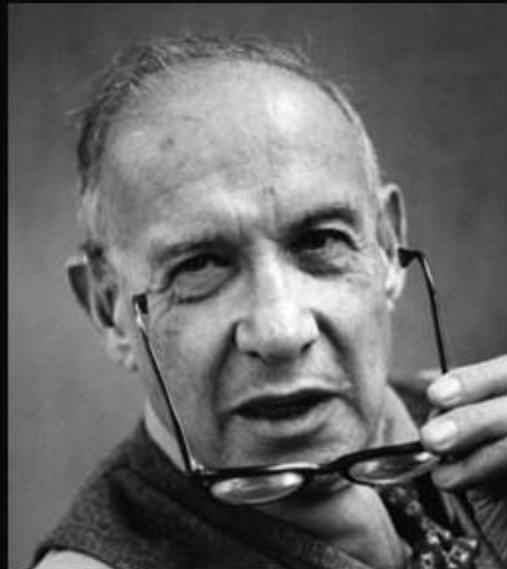
Management and Leadership Behaviours According to Kotter

Why Leadership

Leadership vs Management



Peter Drucker



Management is doing things right; leadership is doing the right things.

(Peter Drucker)

izquotes.com

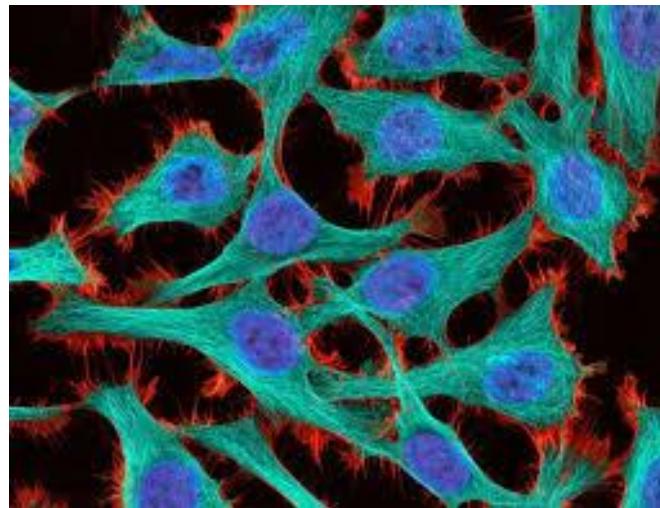
“The Coming of the New Organization”, 1988, *HBR*

Theoretical foundation

Human relations and role of people

From a Mechanistic system (Smith, Fayol, Weber, Taylor, ...Hammer):

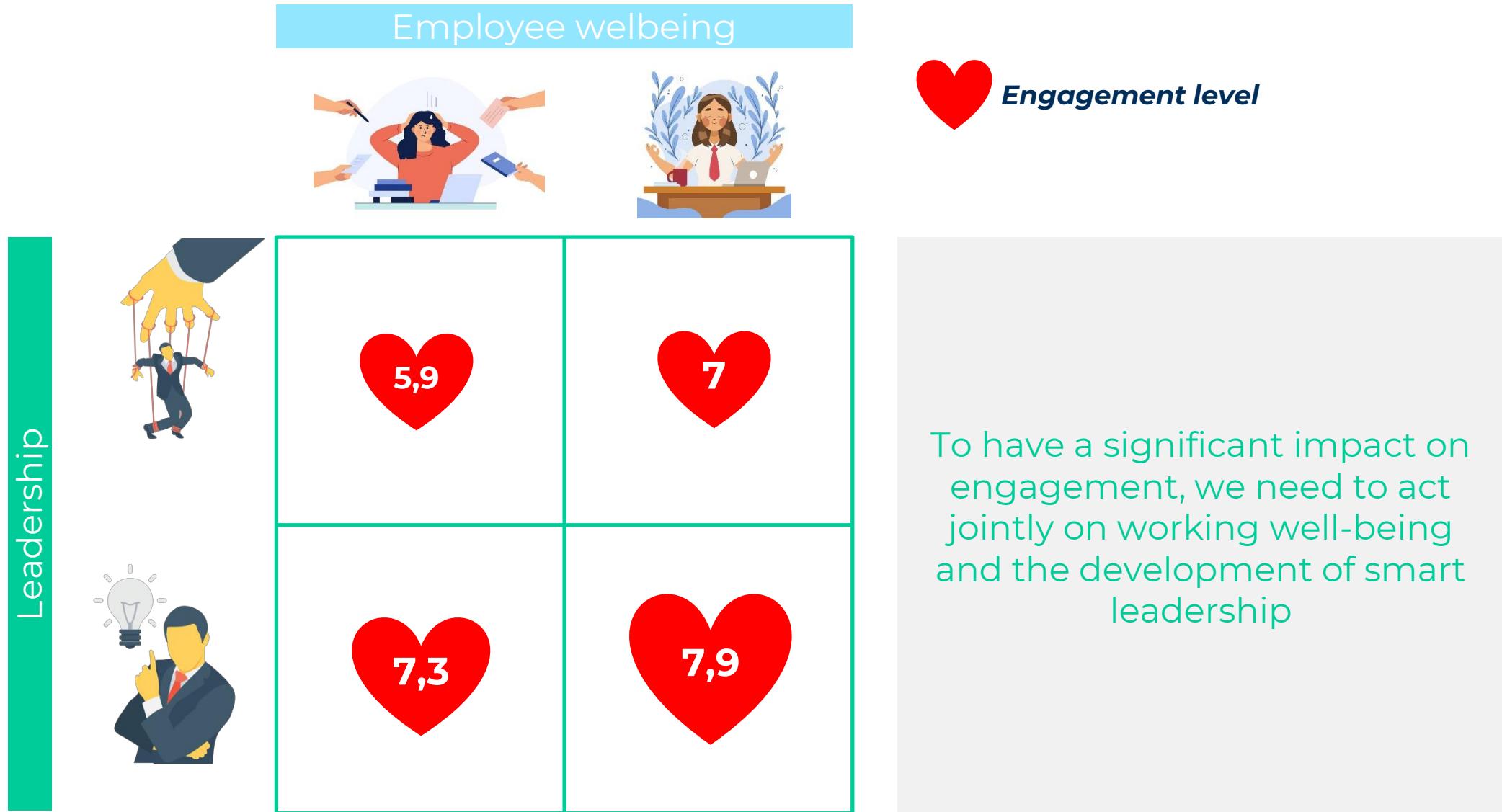
- Organization as a "machine"
- Objective: predictable and finalized behaviors
- Clearly defined and specialized tasks and roles
- Centralized decision-making structures and vertical information flows
- Process standardization and direct supervision
- High formalization of the organization
- Individuals as "spare parts"



..To an Organic system (Mayo, Herzberg, McGregor, Drucker)

- Organization as a "living organism"
- Objective: ability to adapt to the context
- Broad and rich roles, evolving, not univocally allocated
- Decentralized decision-making, flat and lean structures, horizontal relationships and flows between peers
- Mutual adjustment and competence standardization
- Low formalization of the organization
- Individuals as "organs"

The effects of leadership and well-being on engagement



Why this stuff is relevant?

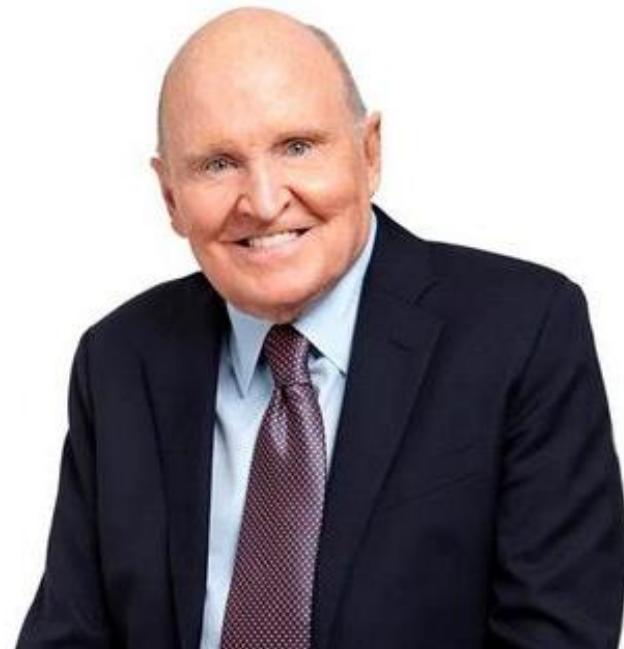
Drew Dudley:
«Everyday leadership»

http://j.mp/TED_Dudley_2010



Jack Welch:
«What is the role of a leader?»

<https://www.youtube.com/watch?v=ojkOs8Gatsg>



Practical implication

The importance of people skills – the individual point of view

- Leaders need to know how to **get the most out of people**
- **Teamwork, cross-cultural, communication, conflict handling and negotiation skills** are needed early and often in today's organizations
- Individuals that understand the organization and its behaviors have an advantage in managing an organization. Understanding how organizations really work, is **key to rising to the top levels of management.**
- When you'll become some sort of supervisor or manager, your leadership/people skills will **make or break your career**

Practical implication

Top 10 skills required to work

In 2015

1. Complex Problem Solving
2. Coordinating with others
3. People Management
4. Critical thinking
5. Negotiation
6. Quality control
7. Service Orientation
8. Judgment and Decision Making
9. Active listening
10. Creativity

In 2025

1. Analytical thinking and Innovation
2. Active learning & learning strategies
3. Complex Problem Solving
4. Critical thinking and analysis
5. Creativity, originality and Initiative
6. Leadership and social influence
7. Technology use, monitoring & control
8. Technology design & programming
9. Resilience, stress tolerance, flexibility
10. Reasoning, problem solving, ideation

Source: Future of Jobs Report, World Economic Forum, 2020



Do you think that in the future we will need:

Less managers

More managers

Different managers



Managers or leaders for tomorrow organizations?

4 metaphors



Architects
of Sense and Belonging



Personal trainers
of People performance



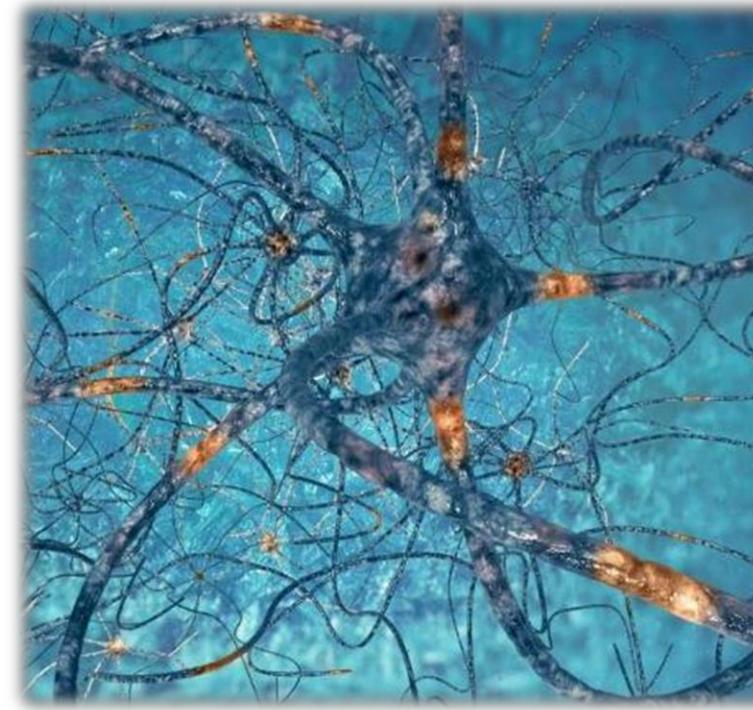
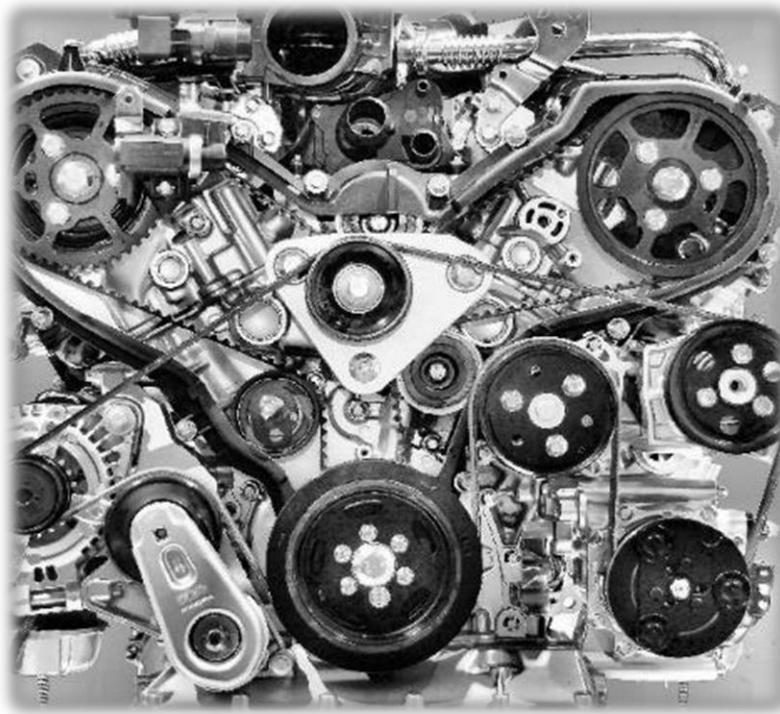
Brokers
of Flexibility



Orchestrators
of weirdness



Towards an organic and collective leadership



Towards an organic and collective leadership



Why leadership AND innovation together



From this ...

Innovation as specialization
Dedicated time and resources
Exogenous motivation

...to this

Innovation as a shared responsibility
Time and resources in competition
Endogenous motivation

Why leadership AND innovation together

Innovation is:

NO MORE

A company function (R&D)

A standard process

A planning and control process

BUT RATHER

A liquid organization fostering pervasive behaviors

A visioning process and an enactment process

An act of leadership

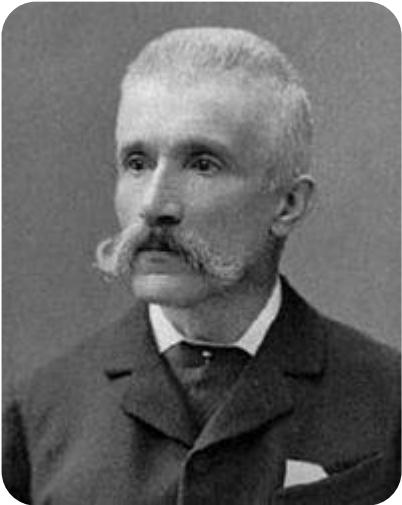
*To promote and realize innovation nowadays being a good **manager** is not enough*

*you need to be a **leader***

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Technology, Design and Entrepreneurship



Francesco Brioschi



Giuseppe Colombo



Giovanni Battista Pirelli



Enrico Forlanini

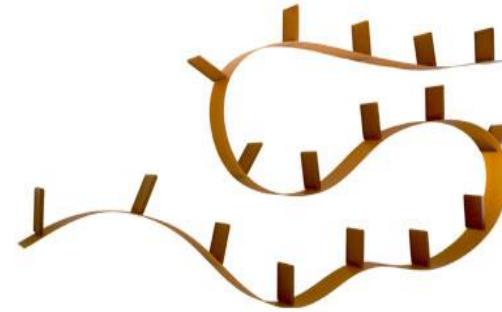
Technology, Design and Entrepreneurship



Nobel Prize to Giulio Natta



Giulio e Anna Castelli, Founders Kartell



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Two key questions

Can innovation be learned without experiencing it?

Can leadership be learned at all/without experiencing it?

WE THINK NOT!

An Experimental Course

Therefore you need:

- To develop (or at least analyze) an Innovation Project
- To meet and “study” closely at least one leader
- To exercise leadership
- To reflect, experience, play, criticize, go deeper ...

AND PARTICIPATE

Somehow an unusual course!

Few formulas and graphs

Yes, a lot of 2x2!

A lot of «soft» stuff

Constant feedback to professors to be sure we continue this challenging journey together

Let's Start from You

Go to the following link: <http://j.mp/li-your-opinion>

Write three **characteristics, traits or capabilities** that an **innovative leader** should have, and that you would like to develop/reinforce during this course.

Write your name and email

We will collect all of your ideas...

...and you may reflect on how your idea/perception of an innovative leader has changed toward the completion of the course

Self Learning task 1/2: Analyse the distinctive traits of *Elon Musk* a well known innovative leader



- 1) Start analysing the following online resources:
 - Elon Musk Biography on wikipedia [[link](#)]
 - Elon Musk: the future we're building and boring [[Ted2017](#)]
 - Elon Musk's Eye Opening Speech - Best MOTIVATION Ever 2021 [[link](#)]
- 2) Go on by yourself searching more information online (or ask an AI)
- 3) Try to understand and summarise the most important distinctive **traits** of Elon Musk as an innovative leader

People's characteristic patterns of thoughts, feelings, and behaviors. e.g. (Big Five): 1) Openness, 2) Conscientiousness 3) Extraversion 4) Agreeableness, 5) Emotional stability

Self Learning task 2/2: Analyse the distinctive traits of Jeff Bezos a well known innovative leader



- 1) Start analysing the following online resources:
 - Jeff Bezos Biography on wikipedia [[link](#)]
 - Jeff Bezos: One of the Greatest Speeches Ever [[link](#)]
- 2) Go on by yourself searching more information online
- 3) Try to understand and summarise the most important distinctive traits of Jeff Bezos as an innovative leader
- 4) How these traits are different from those of Elon Musk? Are there similarities?

15 Personality traits of Elon Musk

1. Elon Musk- An Entrepreneur
2. Never Say Die Attitude
3. Proved that Serial Entrepreneurship Can Bring Success
4. Elon Musk has Insane Work Ethics
5. Always Aims for Bigger Picture
6. Redefined the Conventional Ways of Working
7. Believes In Hiring Fresh Talent and Trusts Them
8. Works on Ground Level
9. Believes in Self-Analysis
10. Ever Ready to Sacrifice the Galore
11. Obsessive about Work
12. Focuses On Signals and Not On Noise
13. Elon Musk Love his Brand like a Religion
14. Elon Musk Love to Celebrate Success
15. Prefers to Be a Rare Breed in Industry



Which are the most important distinctive traits of Elon Musk as an innovative leader?

Nobody has responded yet.

Hang tight! Responses are coming in.



Which are the most important distinctive traits of Jeff Bezos as an innovative leader?

Nobody has responded yet.

Hang tight! Responses are coming in.



On which of the Big 5 personality trait you consider Elon Musk and Jeff Bezos are more similar (max3)?

0





On which of the Big 5 personality trait you consider Elon Musk and Jeff Bezos are more different (max3)?

0





Join by Web PollEv.com/mcorso



Is Leadership a relevant topic for an Engineering Faculty? Are you ok with having such a course?

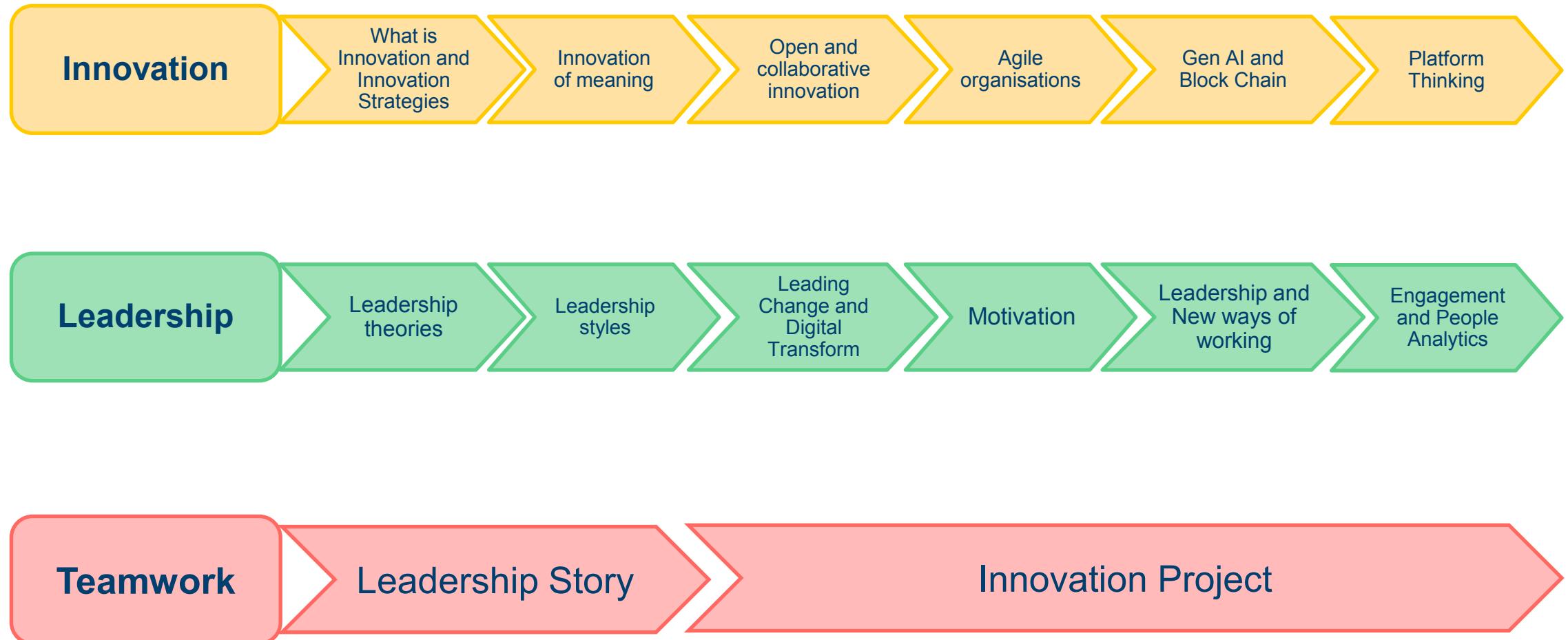
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Course framework



Innovation module

- **Objective:** learn how to promote and manage innovation with a strategic perspective and how to lead an innovation process devoted to such process
- **Focus** on the capabilities of leaders to create innovative visions and to catalyse the resources to make that vision come true

Main topics covered:

- What is innovation, what is its value and its challenges
- The drivers and the timing of innovation
- Innovation strategies and innovation processes
- Technology strategy: key technologies, dynamic capabilities, complementary assets, profiting from innovation
- Market pull strategies: users analysis and users integration in innovation processes
- Innovation of meaning and design-driven innovation; the creation of visions
- Collaborative, open and agile innovation

Leadership module

- How to develop the capabilities to engage yourself and others in becoming innovative leaders and effectively managing and innovation in organizational settings

Main topics covered:

- What is leadership, what is the difference between leaders and managers
- What are leadership functions and effective leadership styles and behaviours
- How to assess people and effectively communicate with collaborators
- The motivational theories that help leaders to trigger others' commitment
- How to foster creativity for concept development: creative leaders, individual, team and organizational creativity
- How to effectively face change and lead innovation in complex organisational settings
- How to increase the level of motivation and engagement to foster innovative behaviors

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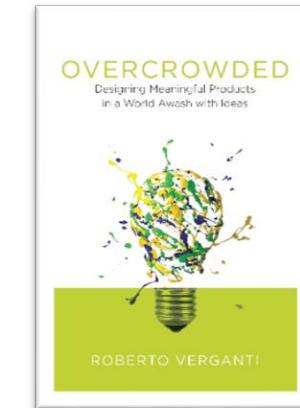
Material

Slides / Business Cases / Videos/ Chapters / Articles (available on BeeP)

Suggested Textbooks

- Kreiter R., and Kinicki, A. (2013). Organizational Behaviour (11th Ed)
- Schilling, M.A. (2012). Strategic Management of Technological Innovation (4th Ed)
- Verganti, R. (2017). Overcrowded (1st Ed)

Whenever possible, the specific chapters related to the mentioned books will be uploaded in BeeP:



Educational Process: two options

- The main educational process is thought for students who **will actively participate** in class and who will engage in team-works
- Students who are not able or willing to provide this form of active participation, can follow an **alternative educational process** (not involving team projects, but only individual projects)

So students can choose between two different options:

- TEAM-BASED
- INDIVIDUAL-BASED

Team-based option – Experiential learning

Experiential learning process

Students are expected to

- Attend class regularly and contributing to class discussions;
- Be fully prepared for class (by accomplishing the pre-assigned tasks);
- Actively participate in team projects and activities outside of class, and contribute to team learning

- In order to incentivize participation, student should be ready to answer professors' questions, sometimes by answering online questions (through PollEv)

Why mandatory teams

“Personally I have really learned to listen to other people. During my previous experiences in team-working activities, I already knew my teammates and I presumed to have all the answers. Many times I believed of having no reason to listen to the opinion of the others because I thought to knew already what could be their opinion about the problem we were dealing with. Working with people which you have never met before allow to overcome this limit and to be forced to listen to other point of view without jumping to conclusions”

“At the beginning I was a little bit skeptic about working in a group made by people that I didn’t know. I was convinced that an individual work was better than a group one, even more so if the group was composed by little known people. Now I can say that my thoughts are definitely changed because the way in which other unknown people work has influenced the way in which I work, improving it and helping me to see things in another perspective; a perspective that I probably would have never taken in consideration by working alone or with people I know very well”

“This year project was different from previous works because it was the first time that I had to work with people I did not know. At the beginning it was difficult allocating roles since we didn’t know the working methods of the group members but by collaborating the diverse personalities came out. Some of them prefer to coordinate the work, any accept to receive a particular assignment while others prefer to focus on the practical aspects of the job. This project allowed me to identify myself in the second category, in fact, I tend to prefer to focus on a certain part and to put the maximum effort in performing this task”.

Team-based option – Evaluation

Evaluation element	Points
Written exam	15
Innovation project	10
Leadership Story	8
Individual participation	+/- 2

- Individual participation will be evaluated through:
 - Participation during classes and final presentations
 - Peer evaluation by team members (mostly used to spot free-riders)
- Students who will achieve 12/15 points in the written exam can take an optional oral exam to improve their grade
- To pass the course, students must achieve at least:
 - 9/15 points in the written exam
 - 5/10 points in the Innovation project
 - 4/8 in the Leadership Story

Team-based option – *Teams formation and activities*

Students willing to attend the course in the team-based option are asked to complete an electronic survey by February 27th at this link:

<http://j.mp/li-attendance>

- **Self-managed learning team (created by faculty)**
 - **5th March** – Teams published (8 people per team)
 - **11th March** – Team communication to tutor: Team leader – name and email (responsible for all communications with professors)
 - **25th March** – meeting with other team members to work on Leadership Story
 - **30th April** – Confirmation of the matching between teams and briefs
 - **May 7th**: first optional review on the state of the project with tutors;
 - **May 20th**: second optional review on the state of the project with tutors;
 - **May 24th**: delivery of the final report and the final presentation of the project .
 - **May 27th and 28th**: each team will present its project to the class

Individual-based option – Outputs

Individual outputs to be produced:

- **Leadership story**
 - video + written report describing the story—with its up and down—of an innovative leader
 - Student have to deliver the leadership story video and report one week before the exam session they decide to attend
- **Critical analysis of a case**
 - It substitutes the innovation project that attending students accomplish in teams
 - Structured analysis of an innovation case among the ones assigned by professors
 - It will be performed immediately after the written exam

Individual-based option - Evaluation

Evaluation element	Points
Written exam	15
Critical analysis	9
Leadership story	9

- Students who will achieve 12/15 points in the written exam can take an optional oral exam to improve their grade
- To pass the course, students must achieve at least:
 - 9/15 points in the written exam
 - 5/9 in the critical analysis
 - 5/9 in the leadership story

Course schedule

Modules schedule: see calendar for details

For each class information will be provided about:

- In class activities
- Pre-assigned activities
- Supporting readings

Class schedule and classrooms

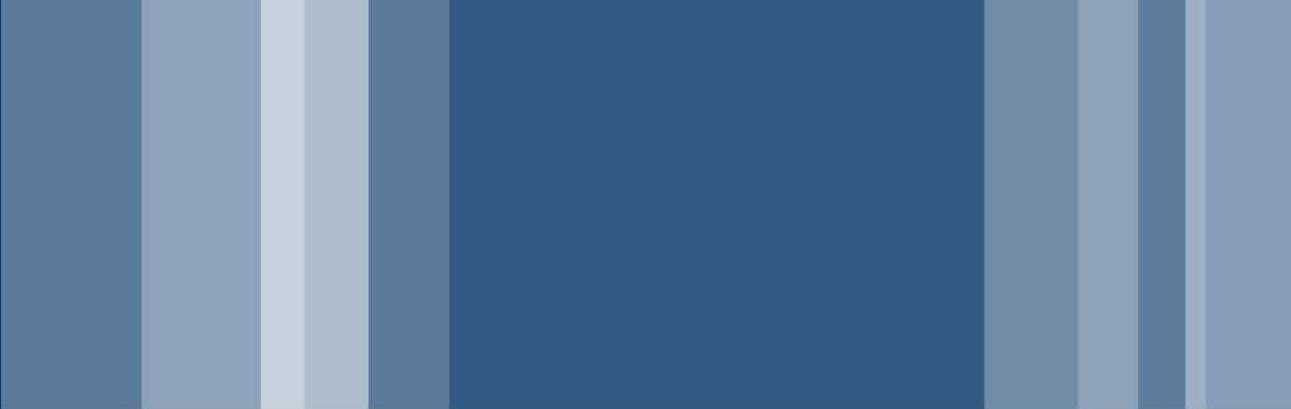
Schedule	Rooms
Monday: 15:20 – 18:40	L.13
Tuesday: 10:20 – 13:40	B2.2.5





► Leadership and Innovation

► POLITECNICO DI MILANO



Module on Leadership Introduction to Leadership

Luca Gastaldi

I'm more afraid of an army
of 100 sheeps led by a lion
than an army of 100 lions
led by a sheep

Charles M. de Talleyrand



Agenda

- Google Project Oxygen
- Leadership vs. Management
- Leadership theories
- Leadership in modern organisations
- Bibliography and further material

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- Google Project Oxygen
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Questions for the class for Google Project Oxygen

- How would you describe Google's culture? How were managers viewed before project Oxygen?
- What's your assessment of the Oxygen 8 attributes? What value (if any) do they provide? How generalisable are they?
- What should Setty's priorities be going forward? Which of the proposed initiatives should he pursue?
- In particular, should he and his team take on the challenge of trying to create "truly amazing managers"? If so, how?

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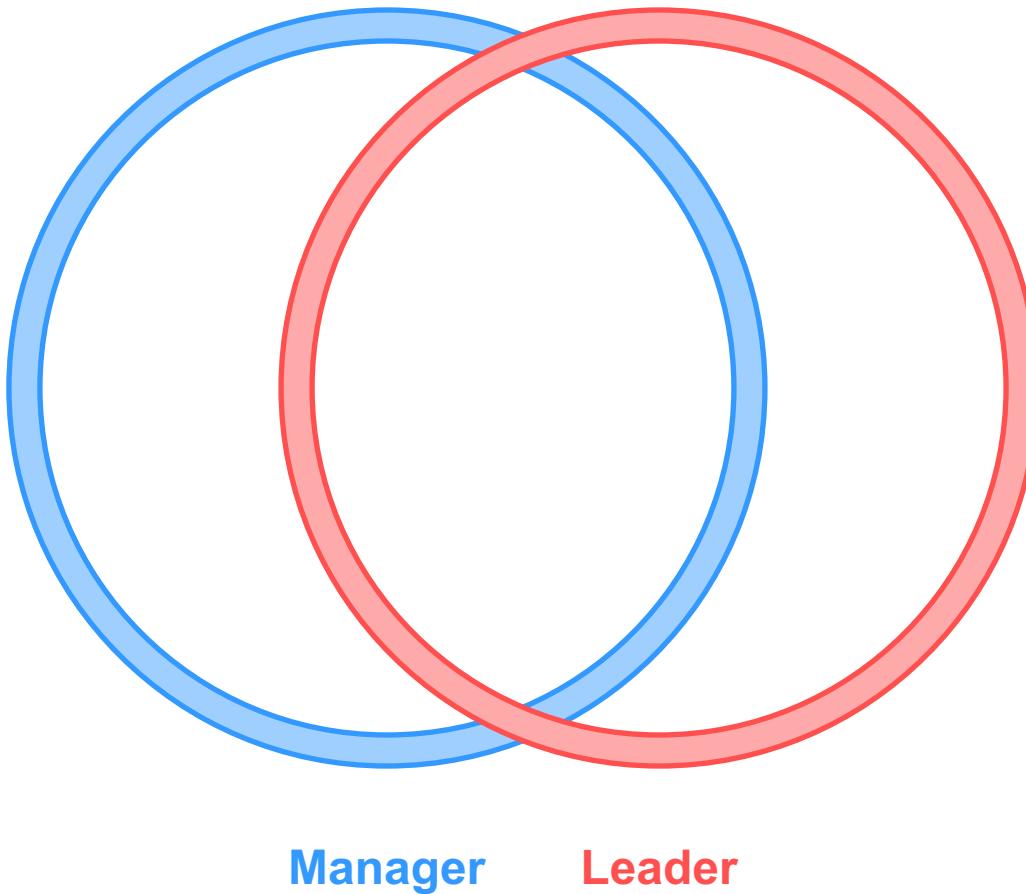
Before you're a leader, success is
all about growing yourself

When you become a leader,
success is all about growing others

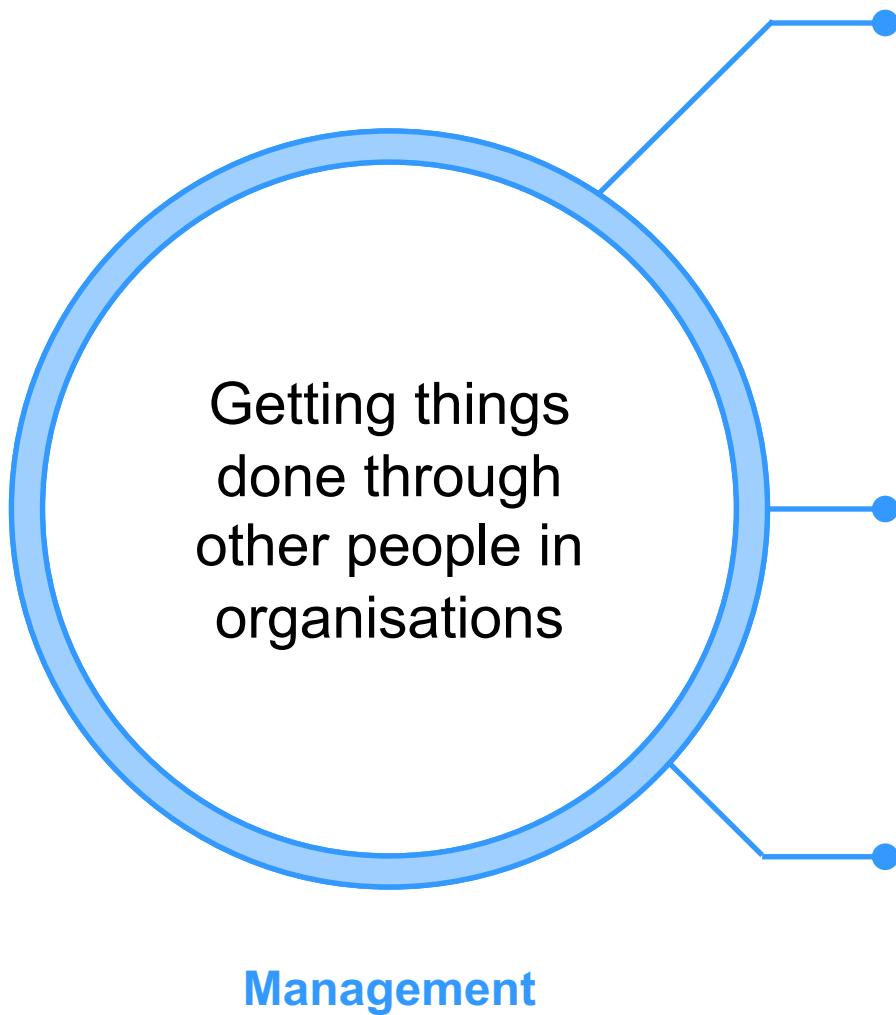
Jack Welch



The legacy of Google Project Oxygen



Leadership versus Management



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Skills of a manager (Katz)

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Leadership versus Management

Functions of leader

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- Managing change: toward the new vision
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Elements characterising leadership

- Influence process
- Establish relationships between a leader and followers
- Involve social influence
- Occurs at multiple levels
- Involves goal attainments

Leadership matters

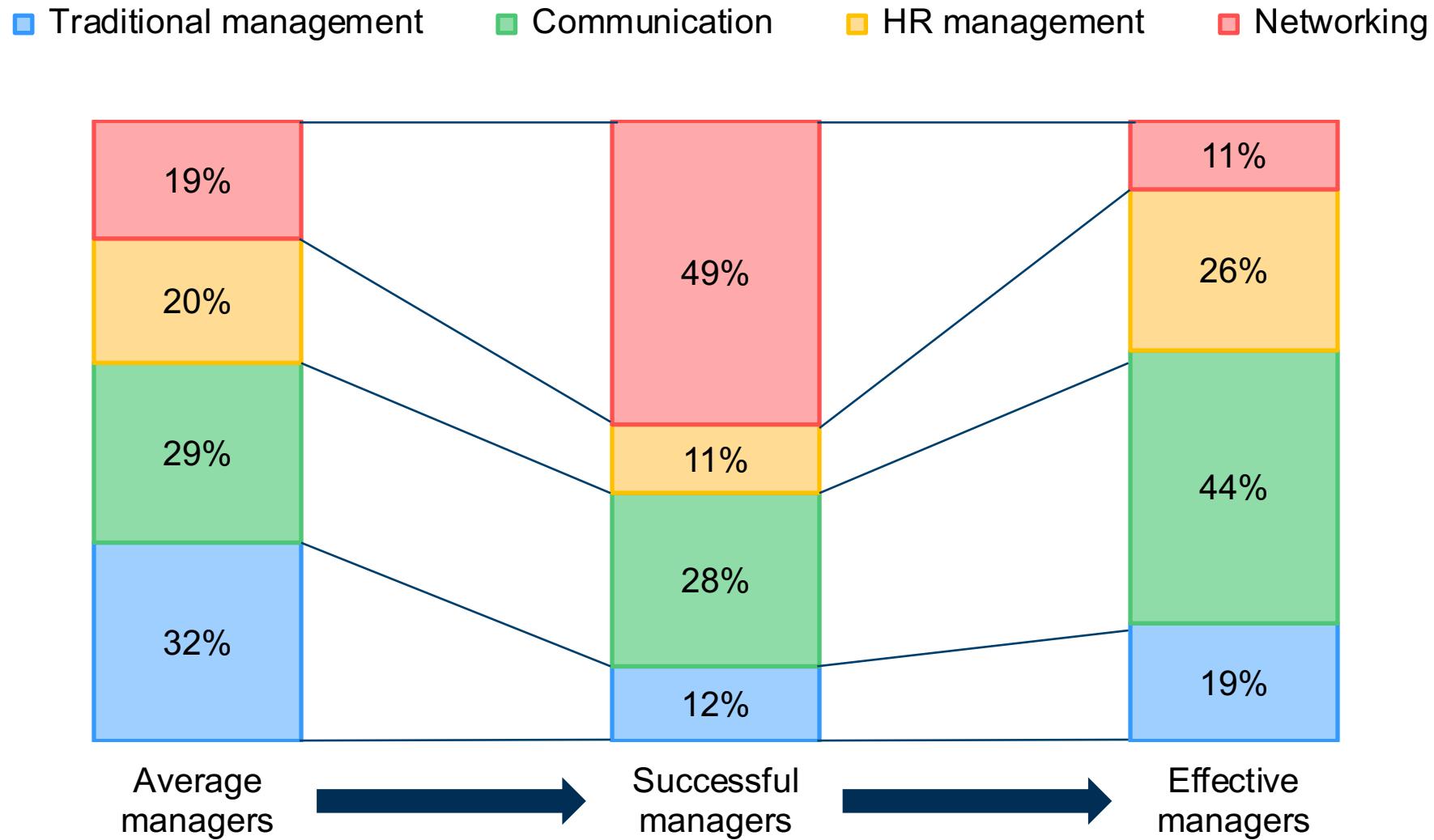
- See the next slide



Influencing
(a group of)
individuals toward
the achievement
of a vision or goals

Leadership

Leadership Matters

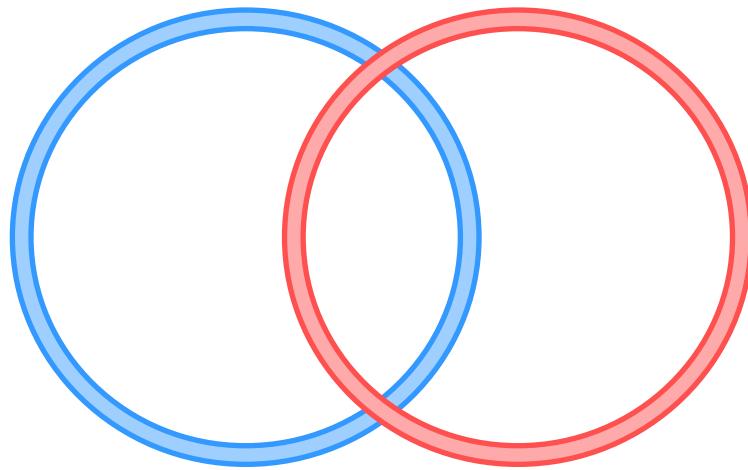


[Luthans et al., 1988]

Leadership versus Management

*Leaders manage and managers lead,
but the two activities are not synonymous*

Bernard Bass



Management Leadership

Let's spot innovative leaders into famous movies



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What are the TRAITS* of a leader

*a genetically determined characteristic

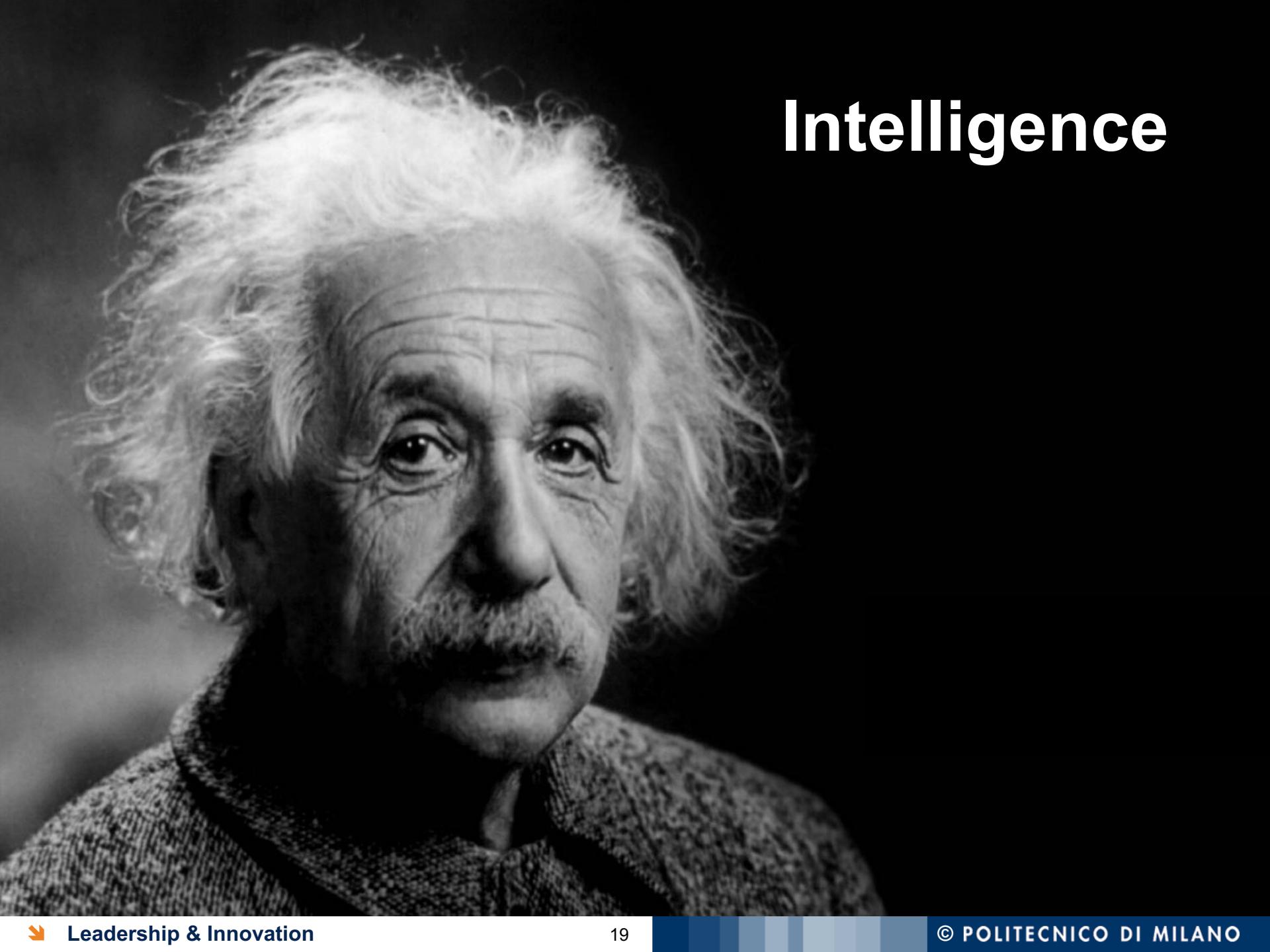
Leadership Traits



Leaders were **born** with some **inborn abilities** to lead

A leader trait is a **physical** or **personality** characteristic that can be used to differentiate leaders from follower



A black and white close-up portrait of Albert Einstein. He has his characteristic wild, curly hair and a well-groomed beard and mustache. His eyes are looking slightly to the right of the camera with a thoughtful expression. The background is dark and out of focus.

Intelligence

Dominance

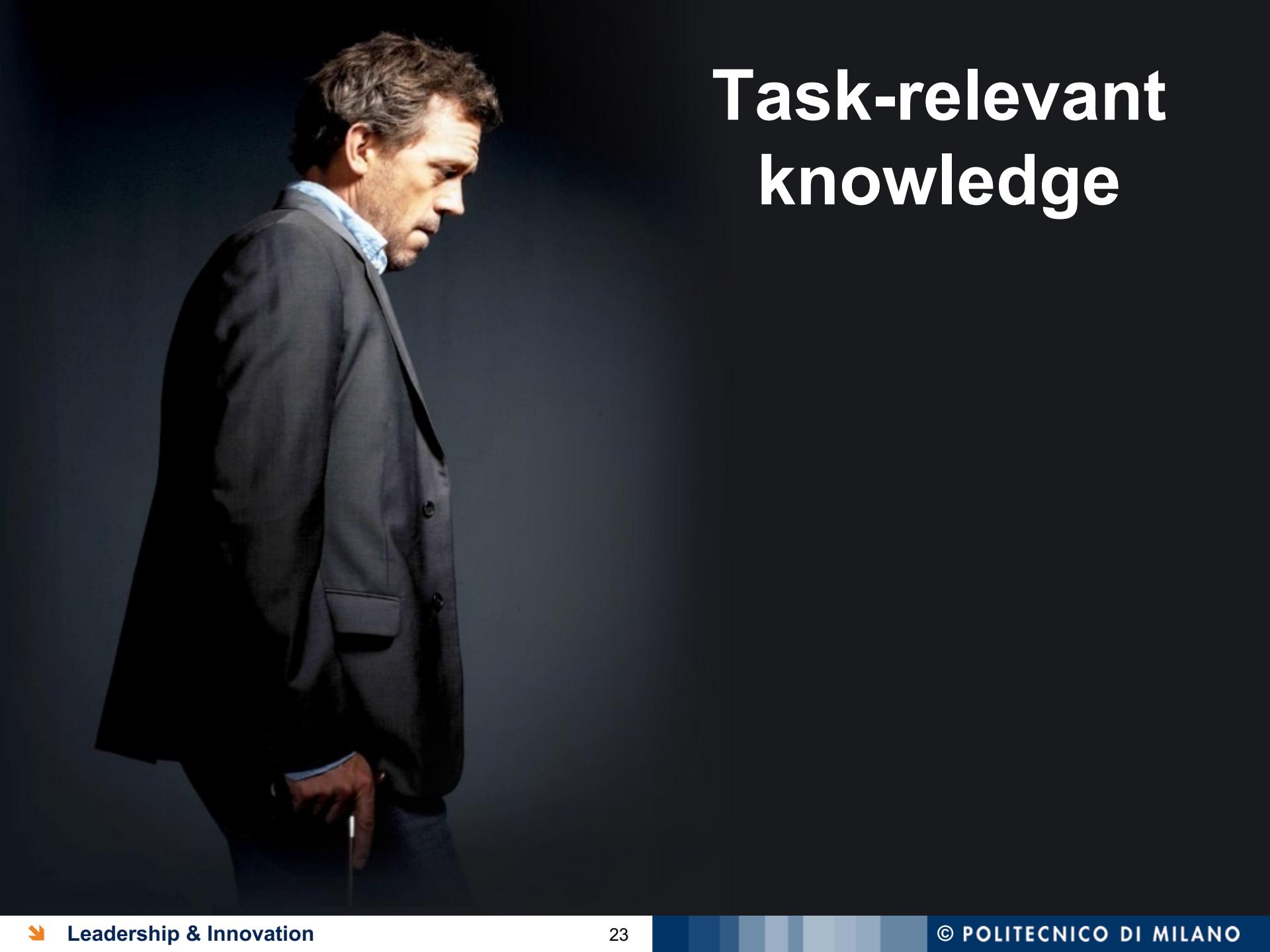


Self-confidence



Level of energy





Task-relevant knowledge

The Big Five Personality Dimensions



Extraversion

- Outgoing
- Talkative
- Sociable
- Assertive

Agreeableness

- Trusting
- Good-natured
- Cooperative
- Soft-hearted

Conscientiousness

- Dependable
- Responsible
- Achievement oriented
- Persistent

Emotional stability

- Relaxed
- Secure
- Unworried

Openness to experience

- Intellectual
- Imaginative
- Curious
- Broad-minded

Self-assessment

**Take
the test!**



[Hogan et al., 1994]

Leaders: Mother Teresa



PURPOSE

“A life not lived for others is not a life”

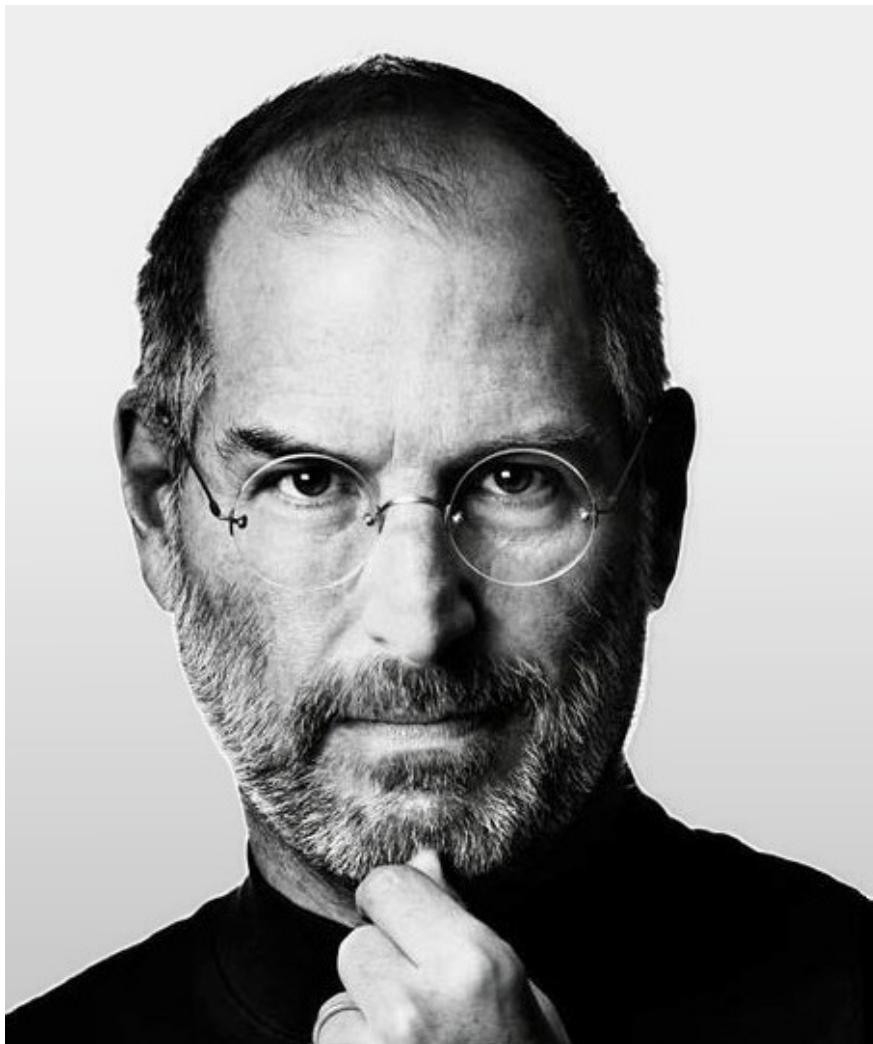
PEOPLE

“Do not wait for leaders to come. Do it yourself, people after people”

PERFORMANCE

“I alone cannot change the world, but I can cast a stone across the waters to create many ripples”

Leaders: Steve Jobs



PURPOSE

“Computer for the rest of us”

“Stay hungry, stay foolish”

“I think if you do something and it turns out pretty good, then you should go do something else wonderful, not dwell on it for too long. Just figure out what's next.”

PEOPLE

“My job is not to be easy on people. My job is to make them better.”

PERFORMANCE

“I think if you do something and it turns out pretty good, then you should go do something else wonderful, not dwell on it for too long. Just figure out what's next.”

“Innovation distinguishes between the leaders and the followers”

Leaders: Mark Zuckerberg



PURPOSE

“Facebook's mission is to give people the power to share and make the world more open and connected.”

PEOPLE

“At Facebook we have tradition where...the whole company gets together and stays up all night and tries building things – whatever they want”

PERFORMANCE

“The biggest risk is not taking any risk... In a world that changes really quickly, the only strategy that is guaranteed to fail is not taking risks”

Leaders: Donald Trump



PURPOSE

*"I mean, part of the beauty of me is that I'm very rich"
"I like thinking big. If you're going to be thinking anything, you might as well think big."*

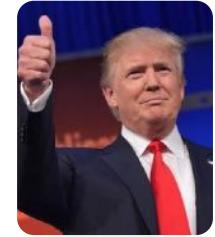
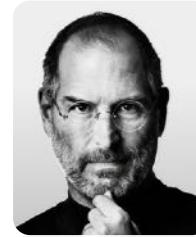
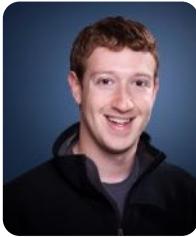
PEOPLE

"Leaders, true leaders, take responsibility for the success of the team, and understand that they must also take responsibility for the failure."

PERFORMANCE

"Part of being a winner is knowing when enough is enough. Sometimes you have to give up the fight and walk away, and move on to something that's more productive"

The Big Five Personality Dimensions



Introversion

VS*

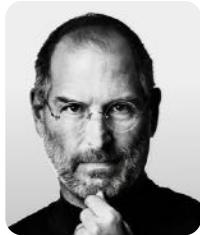
Extroversion

- Private
- Independent
- Work alone
- Reserved

- Assertive
- Sociable
- Warm
- Optimistic

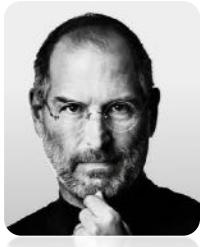
* The positioning is only a base for discussion

The Big Five Personality Dimensions



* The positioning is only a base for discussion

The Big Five Personality Dimensions



Unscrupulousness

VS*

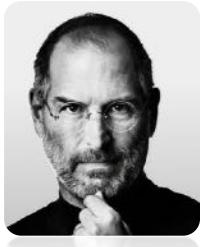
Conscientiousness

- Impulsive
- Careless
- Irresponsible

- Orderly
- Neat
- Dependable

* The positioning is only a base for discussion

The Big Five Personality Dimensions



- Excitable
- Worrying
- Reactive
- High strung
- Alert

- Secure
- Unflappable
- Rational
- Unresponsive
- Guilt-free

* The positioning is only a base for discussion

The Big Five Personality Dimensions



Tight-mindedness

VS*

Openness

- Unimaginative
- Dull
- Literal minded

- Imaginative
- Curious
- Original

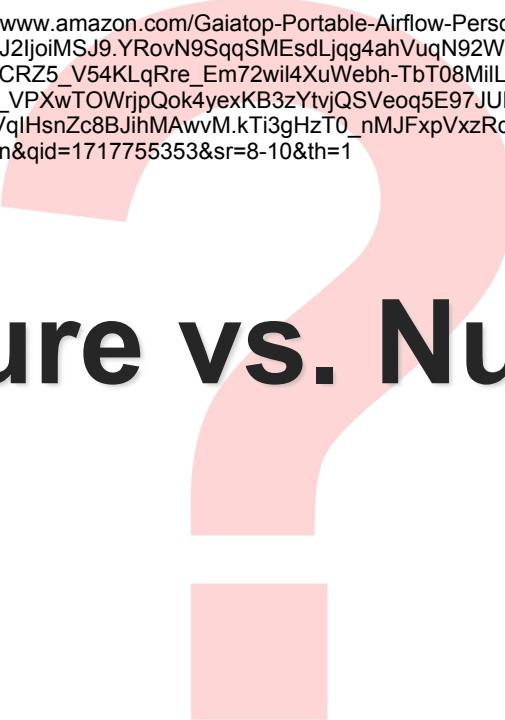
* The positioning is only a base for discussion

What doesn't work with this theory

Traits are good in predicting the emergence of leaders

but

may fail in distinguishing between effective and ineffective leaders



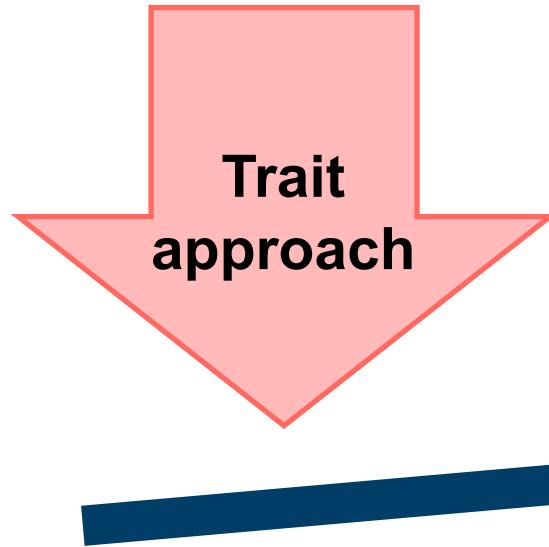
[https://www.amazon.com/Gaiatop-Portable-Airflow-Personal-Cooling/dp/B0BWDBMQ1X/ref=sr_1_10?
dib=eyJ2ljoImsj9.YRovN9SqqSMEsdLjqg4ahVuqN92WdXgdeBm9-gto-_p3nqCk2j3bUN09wnAvFa0SU8atFSvh2kJr8EYCOwo7gaCRZ5_V54KLqRre_Em72wi4XuWebh-TbT08MiILDBC8tfAXyQbqEqYB3JxYI71dBsQvcChycZFTBulUoysRXEeNAhqwkk18uV_VPXwTOWrjpQok4yexKB3zYtvjQSVe0q5E97JUMIObwhsNRo4GHyXAOf9TKo4TlqgaQavdzDeUTQfIE09uiX1a4Ik7rfiHGFVqlHsnZc8BJihMAwvM.kTi3gHzT0_nMJFxpVxzRqSJXaPbGb_l2btSR0hEEloE&dib_tag=se&keywords=small%2Bdesk%2Bfan&qid=1717755353&sr=8-10&th=1](https://www.amazon.com/Gaiatop-Portable-Airflow-Personal-Cooling/dp/B0BWDBMQ1X/ref=sr_1_10?dib=eyJ2ljoImsj9.YRovN9SqqSMEsdLjqg4ahVuqN92WdXgdeBm9-gto-_p3nqCk2j3bUN09wnAvFa0SU8atFSvh2kJr8EYCOwo7gaCRZ5_V54KLqRre_Em72wi4XuWebh-TbT08MiILDBC8tfAXyQbqEqYB3JxYI71dBsQvcChycZFTBulUoysRXEeNAhqwkk18uV_VPXwTOWrjpQok4yexKB3zYtvjQSVe0q5E97JUMIObwhsNRo4GHyXAOf9TKo4TlqgaQavdzDeUTQfIE09uiX1a4Ik7rfiHGFVqlHsnZc8BJihMAwvM.kTi3gHzT0_nMJFxpVxzRqSJXaPbGb_l2btSR0hEEloE&dib_tag=se&keywords=small%2Bdesk%2Bfan&qid=1717755353&sr=8-10&th=1)

Nature vs. Nurture



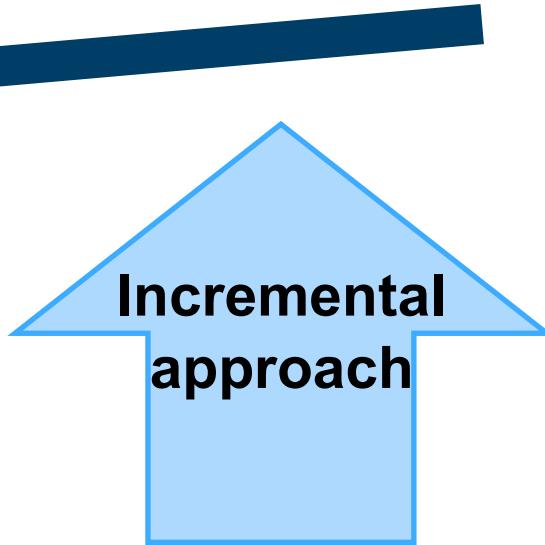
Through **practice**,
learning, dedication and
motivation it is possible to
overcome nature

Nature vs. Nurture



Leadership is a
trait or a **set of
abilities**

Leadership is
an **acquired
skill**, highly
influenced by
the
environment



The “skills” of an innovative leader according the class





Could it be more related to
Leaders **BEHAVIORS** rather than
to leaders **TRAITS**?



How do you behave?
Take the Test!

Two main dimensions

Y-Axis

CONCERN FOR PEOPLE

(Relationship-oriented behaviors)

Focus on people's well-being, interest in promoting collaborative interaction among organizational members and supportive social climate

X-Axis

CONCERN FOR PRODUCTION

(Task-oriented behaviors)

Focus on tasks, interest in structure, control and routines to attain organizational goals and objectives

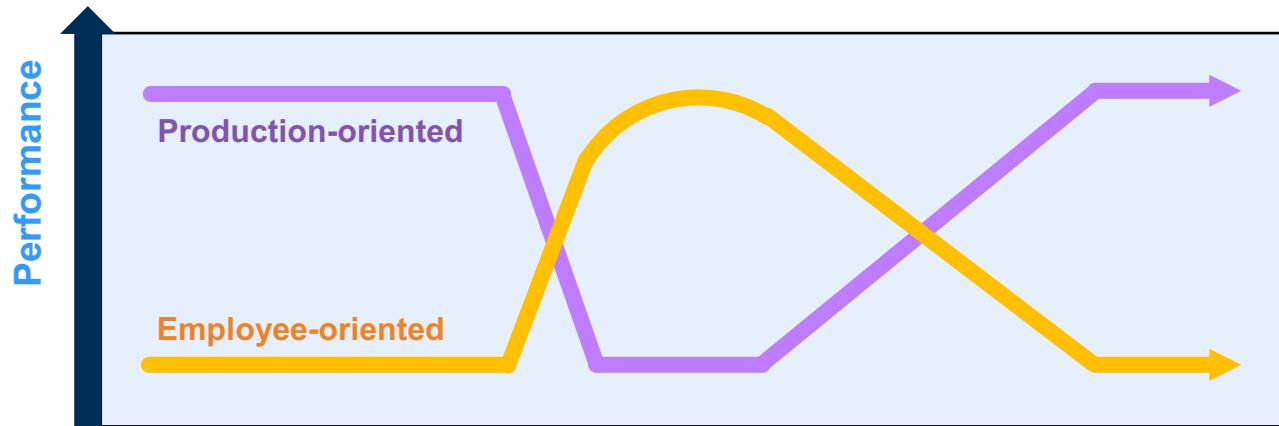
Concern for production: an example



Concern for people: an example



Fledler model on leadership



Situation	Favorable				Moderate			Unfavorable	
Category	1	2	3	4	5	6	7	8	
Leader-member relations	Good	Good	Good	Good	Poor	Poor	Poor	Poor	
Task structure	High	High	Low	Low	High	High	Low	Low	
Position power	Strong	Weak	Strong	Weak	Strong	Weak	Strong	Weak	

[Fledler, 1978]

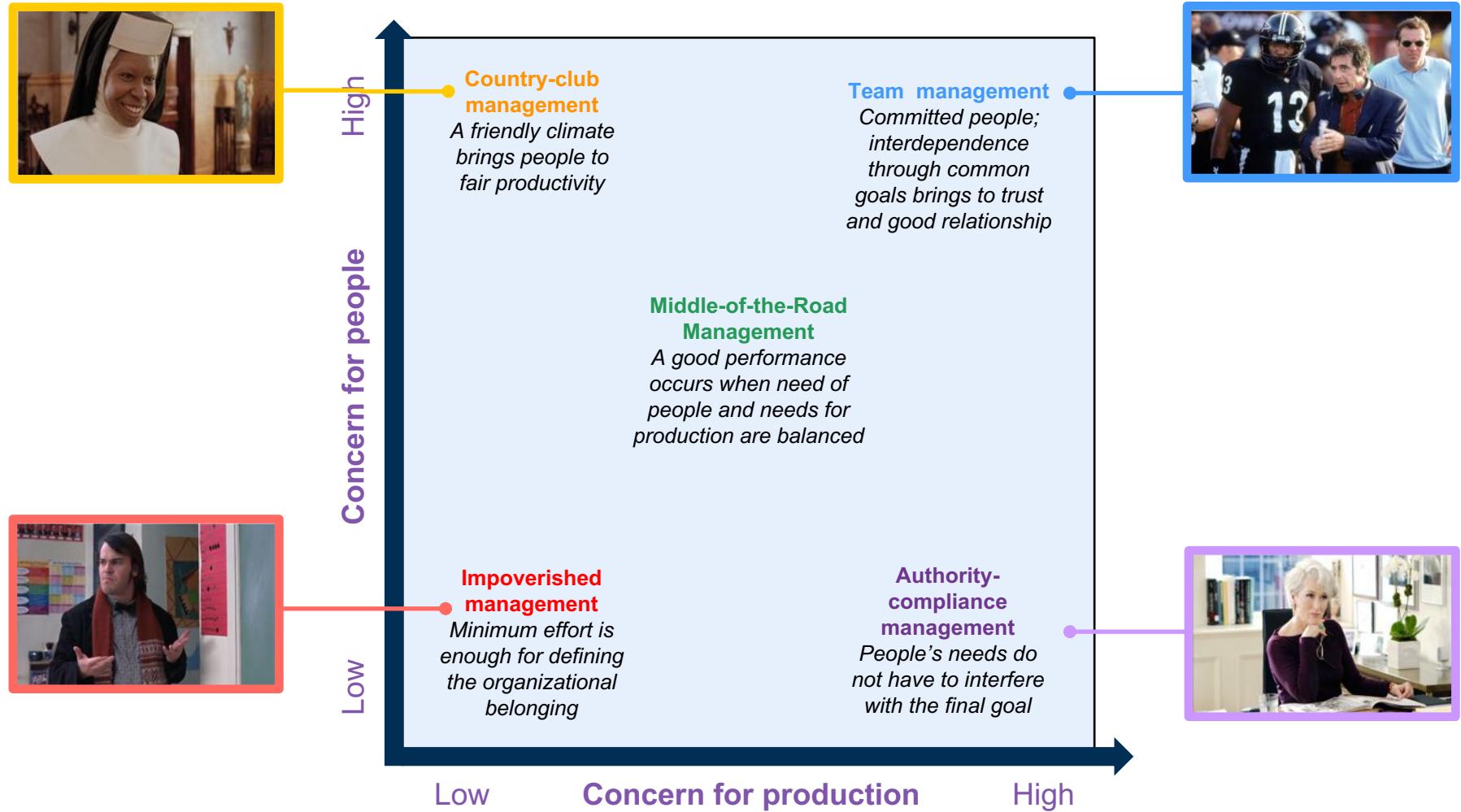
What about this guy?



And this one?



Managerial grid of Blake and Mouton



[Blake and Mouton, 1964]



**Is LEADERSHIP a
FOLLOWERS thing?**

D U n E



Leadership, as a phenomenon,
has nothing to do with the
exceptional qualities of gifted
individuals, but rather with the
gullibility of their followers

Jeffrey Pfeffer

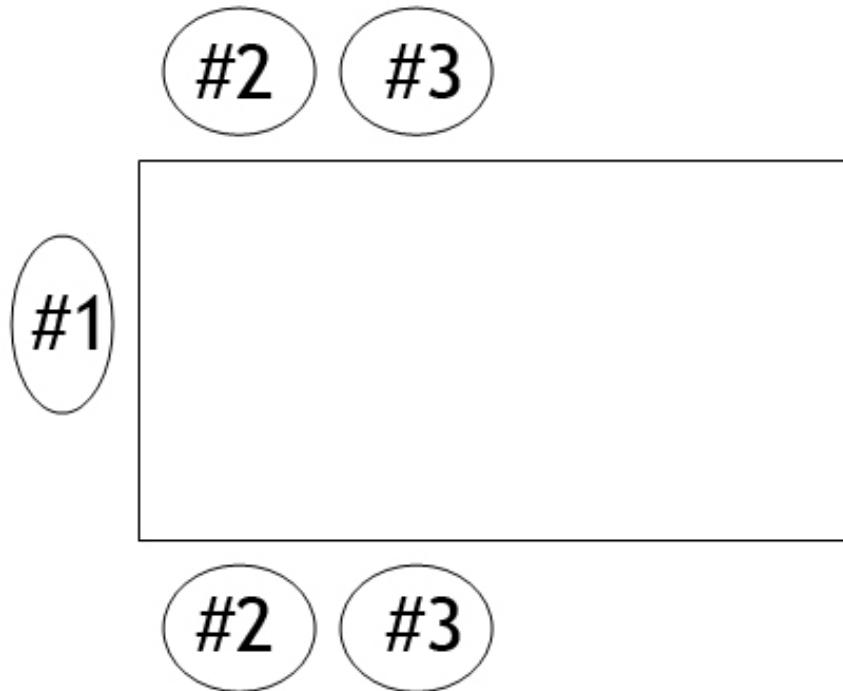


Who is most likely the leader?

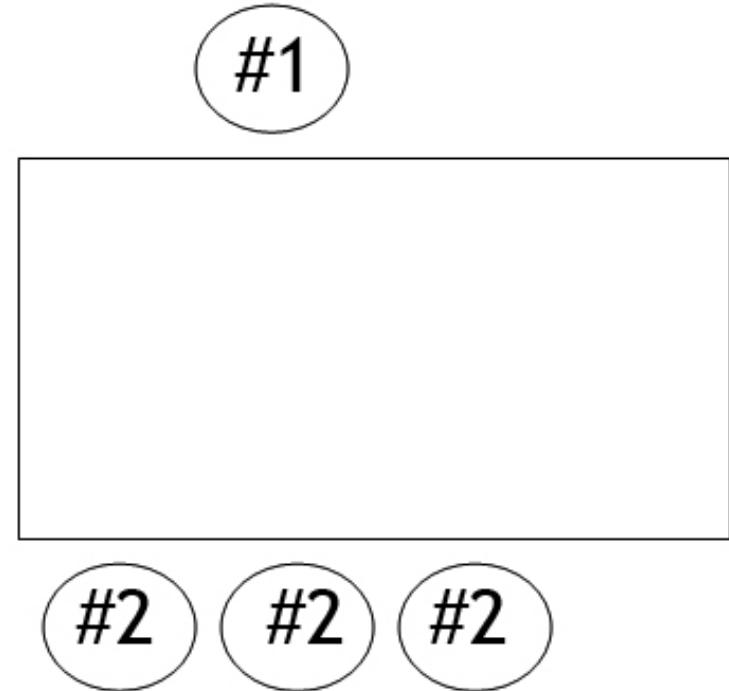


Head of the table effect

Leadership Positions And
The Head Of The Table



Leadership Positions
1 vs. 3



Googling “Leadership”



Attribution Theory

- A well-researched psychological theory that has shown that people tend to simplify reality when they make causal inferences
- People have a tendency to analyze the world and make **causal inferences**, which seem to trigger effects around them
- The problem is that **reality is complex**, and people have **limited cognitive** abilities
- They thus need to simplify the world when they make attribution judgments
- One way in which they do so is to look for **salient objects**, circumstances, or people in their environment
- A person or object is **salient** when she **stands out in contrast to the background**
- Research on attribution theory has shown that people mistakenly tend to attribute more causal power to salient objects

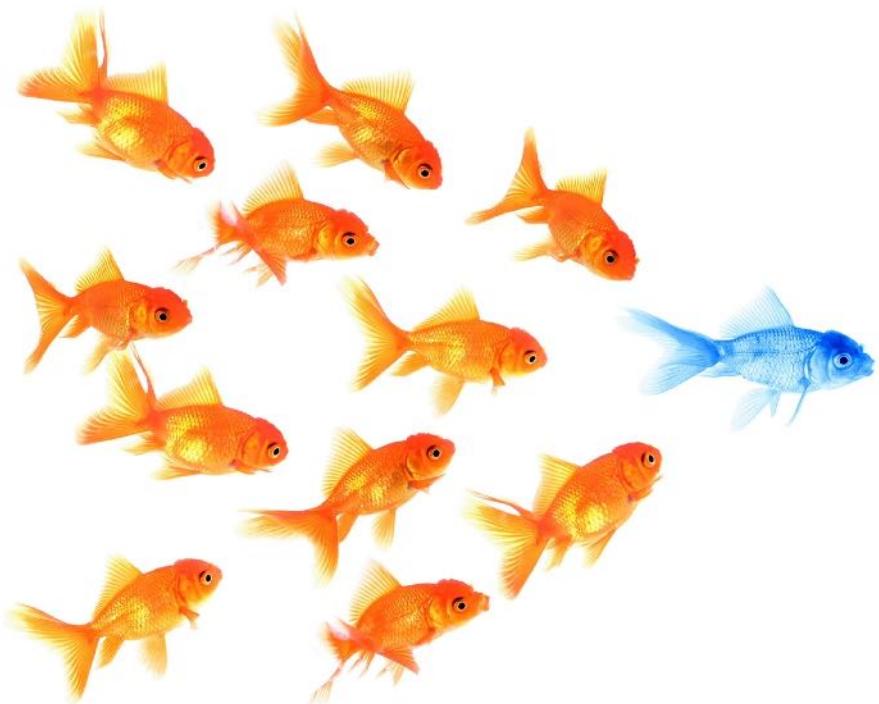


[Pfeffer, 1970]



The role of the followers

- There are no leaders without followers (and vice versa)
- Followers vary in terms of the extent to which they commit, comply, and resist a leader's influence attempts
- A follower should:
 - Understand the leader
 - Understand him/herself
 - Understand the gap and “accommodate” the leader

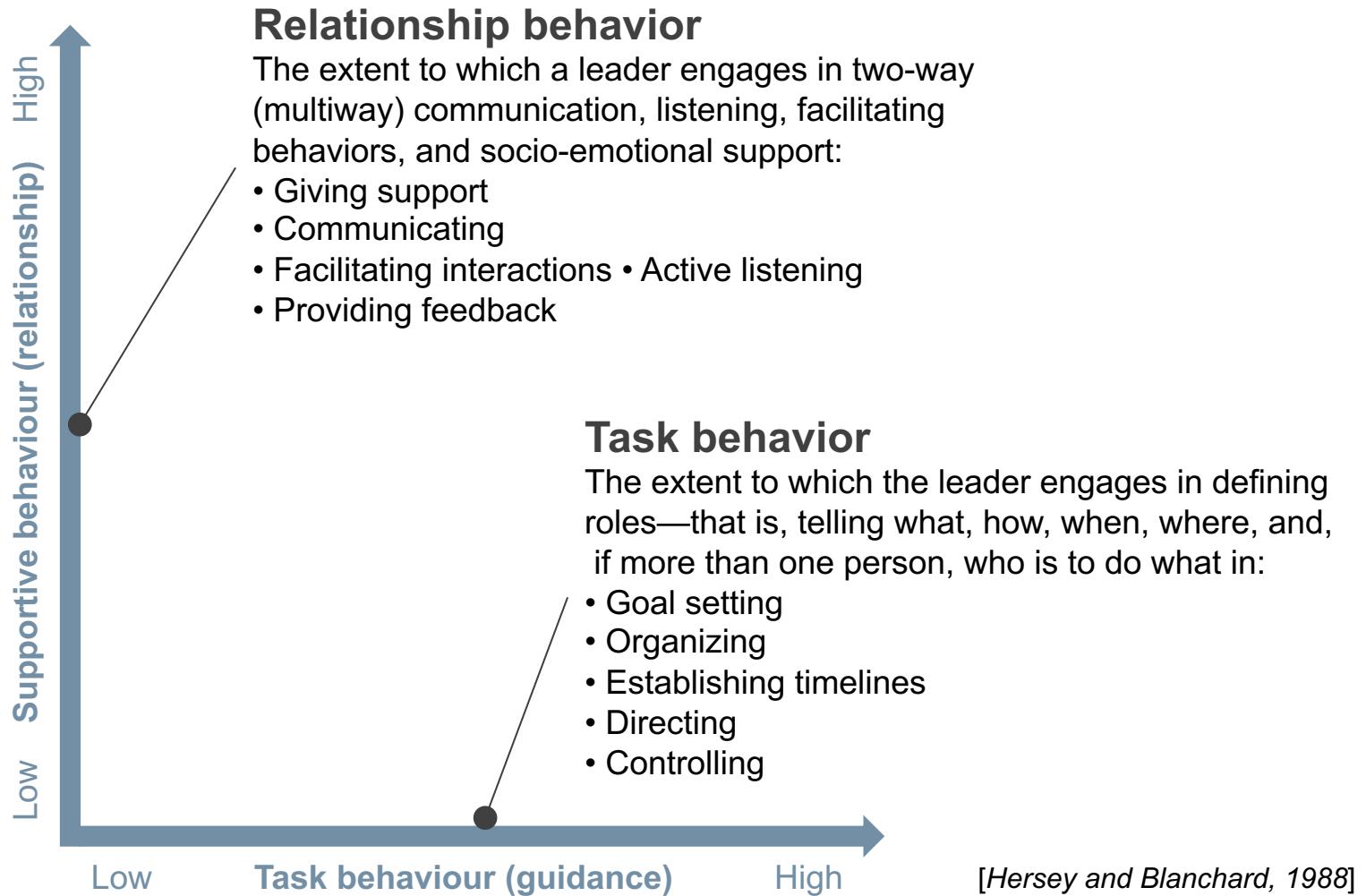


Followers imitate other followers...not leaders!

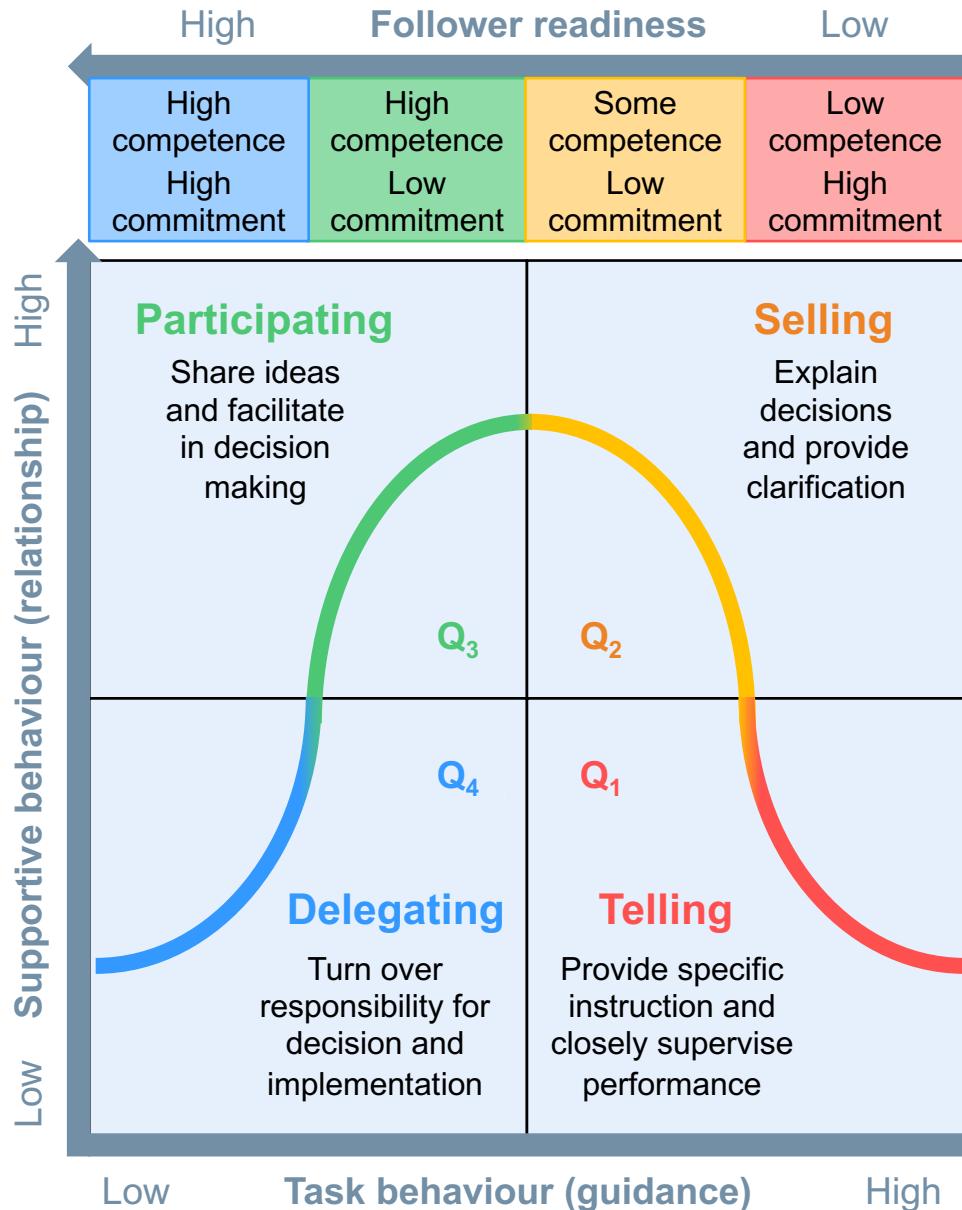


Or maybe it is all based on a
LEADER-FOLLOWERS
relationship

Situational leadership



Situational leadership



[Hersey and Blanchard, 1988]

Answer this test and save the relative results

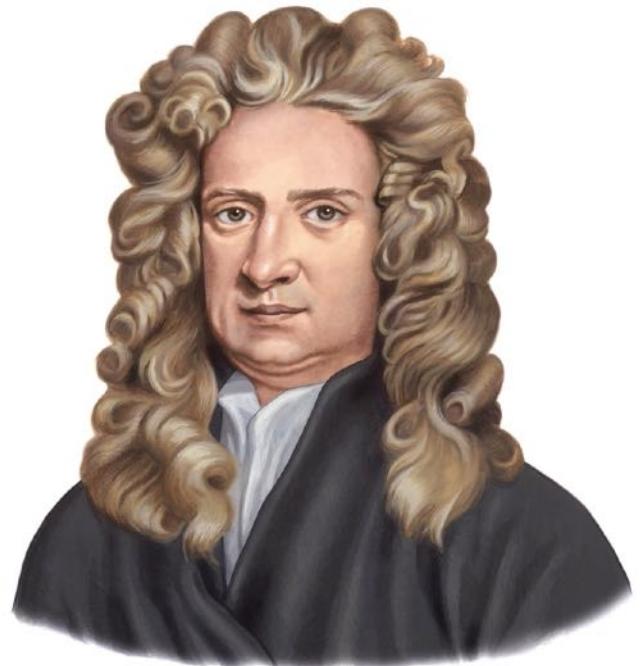




What is a
TRANSACTION

To every action there
is always opposed
an equal reaction

Isaac Newton



Transactional Leadership

Transactional leadership involves **motivating** and **directing** followers primarily through appealing to their **own self-interest**

Sequence of **transactions** where the actions of subordinates result in either a **reward** or a **punishment**



Vincent Thomas "Vince" Lombardi

best known as the head coach of the **Green Bay Packers** during the 1960s, where he led the team to three straight and **five total National Football League championships in seven years**, in addition to winning the first two Super Bowls following the 1966 and 1967 NFL seasons. Lombardi is considered by many to be one of the **best and most successful coaches in professional football history**. The NFL's **Super Bowl** trophy is named in his honor

“The difference between a **successful** person and **others** is not a **lack of strength**, not a **lack of knowledge**, but rather in a lack of **will**”

“The only place **success** comes before **work** is in the dictionary”

“There is only one kind of **discipline**, and that is the **perfect discipline**. As a leader, you must enforce and maintain that discipline; otherwise, you will fail at your job”

Vince Lombardi

Transactional Leadership

Contingent Rewards

Transactional leaders link the goal to **rewards**, clarify **expectations**, provide necessary resources, set mutually agreed upon goals, and provide various kinds of **rewards for successful performance**. They set SMART (specific, measurable, attainable, realistic, and timely) goals for their subordinates

Active Management by Exception

Transactional leaders **actively monitor** the work of their subordinates, watch for deviations from rules and standards and taking **corrective action to prevent mistakes**

Passive Management by Exception

Transactional **leaders intervene only when standards are not met** or when the performance is not as per the expectations. They may even use **punishment as a response to unacceptable performance**

Laissez-faire

The leader provides an environment where the subordinates get **many opportunities to make decisions**. The leader himself abdicates responsibilities and avoids making decisions and therefore the group often lacks direction

Effectiveness





Classwork

1. Working in groups provide an explication about the differences between Transactional Leadership and these examples
2. Link your explication to specific examples from the movie (one member of the group will write in the PollEv)





There are no two words
in English language more
harmful than “good job”

Terence Fletcher
Whiplash, The Movie



Transformational Leadership

Idealised Influence

The leader serves as an ideal **role model for followers**; the leader "walks the talk," and is admired for this

Inspirational Motivation

Transformational leaders have the ability to **inspire and motivate followers**. Combined these first 2 I's are what constitute the transformational leader's charisma

Intellectual Stimulation

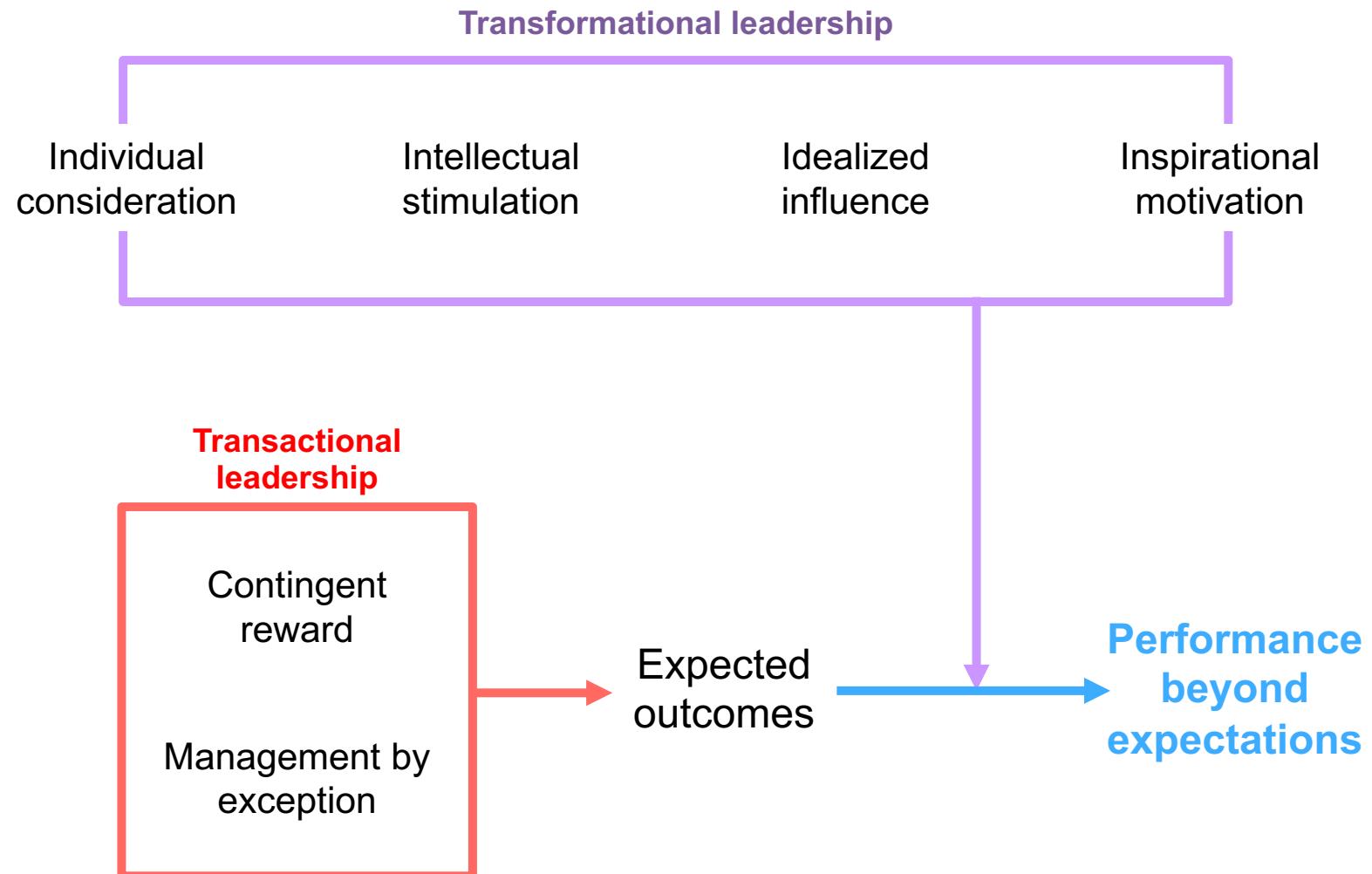
The leader **challenges followers to be innovative and creative**. A common misunderstanding is that transformational leaders are "soft," but the truth is that they constantly challenge followers to higher levels of performance

Individualized Consideration

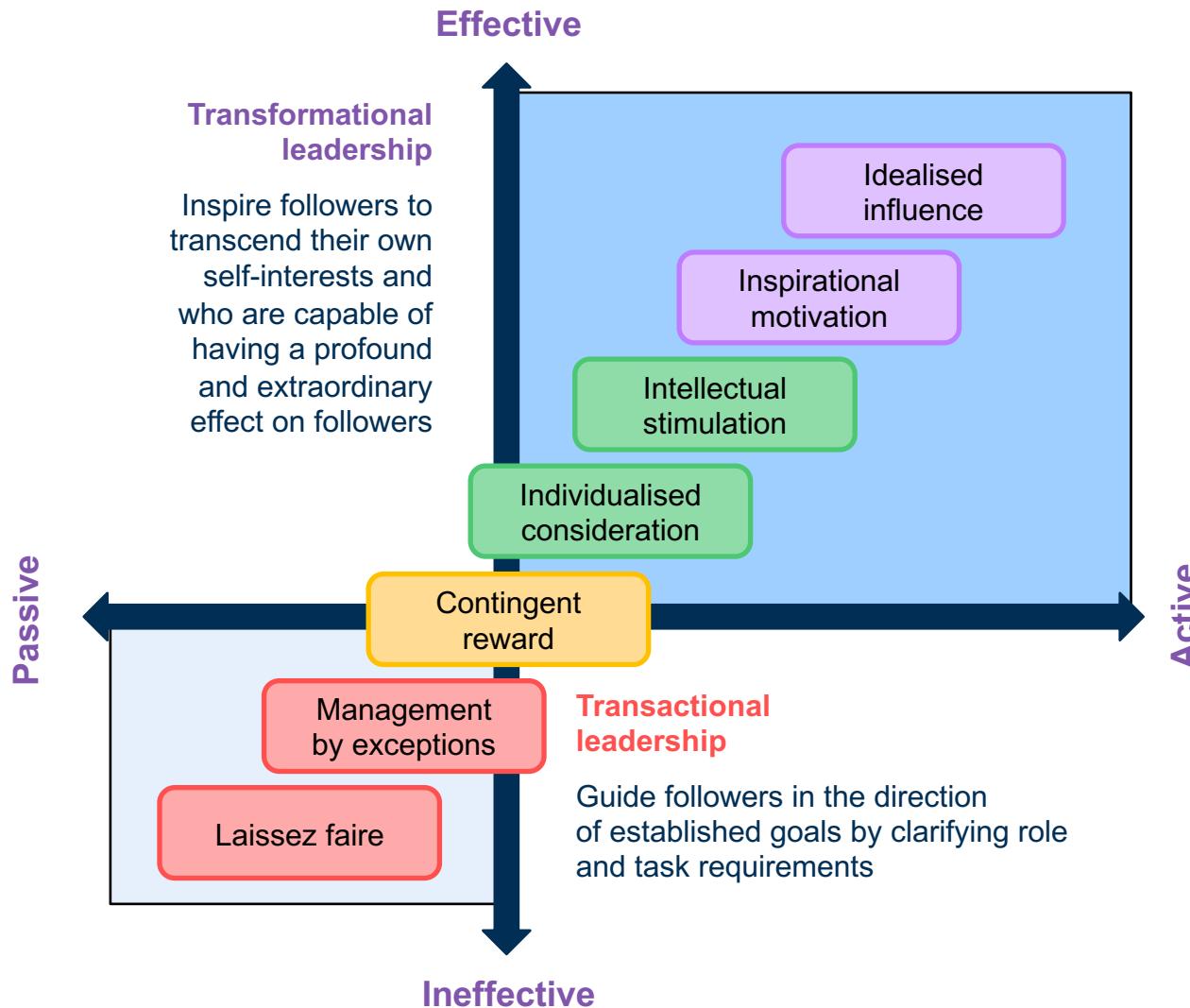
Transformational leaders demonstrate **genuine concern** for the needs and feelings of followers. This **personal attention** to each follower is a key element in bringing out their very best efforts

Effectiveness

Transformational vs. transactional leadership



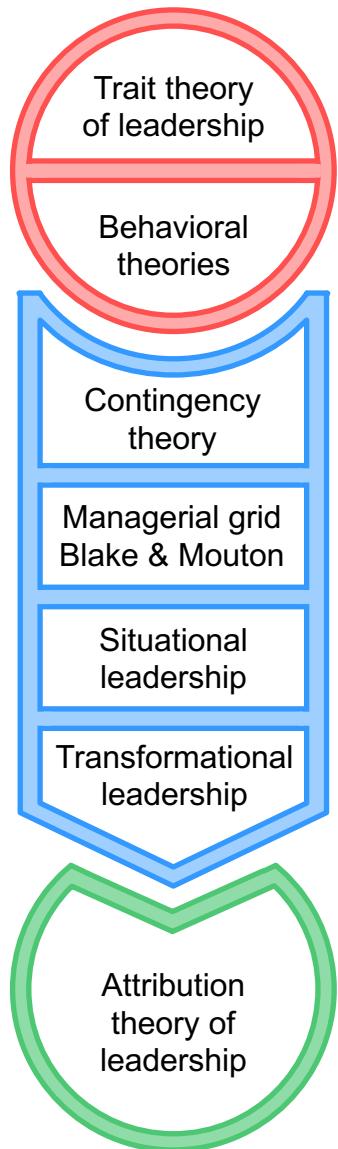
Full-range model: from laissez-faire to transformational leader (Avolio and Bass 1991)



Leadership theories: wrapping up



Leadership theories: wrapping up

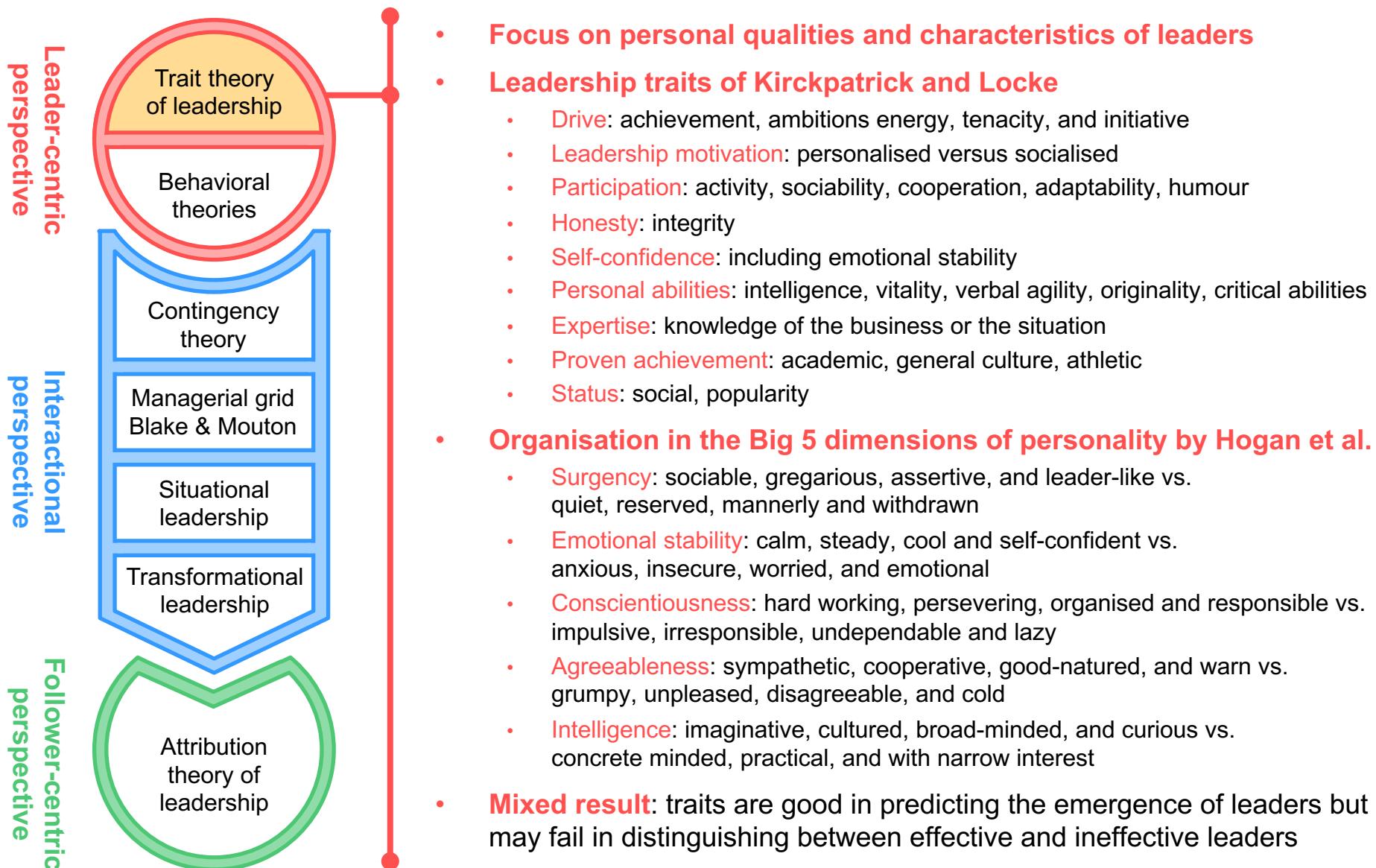


**Leader-centric
perspective**

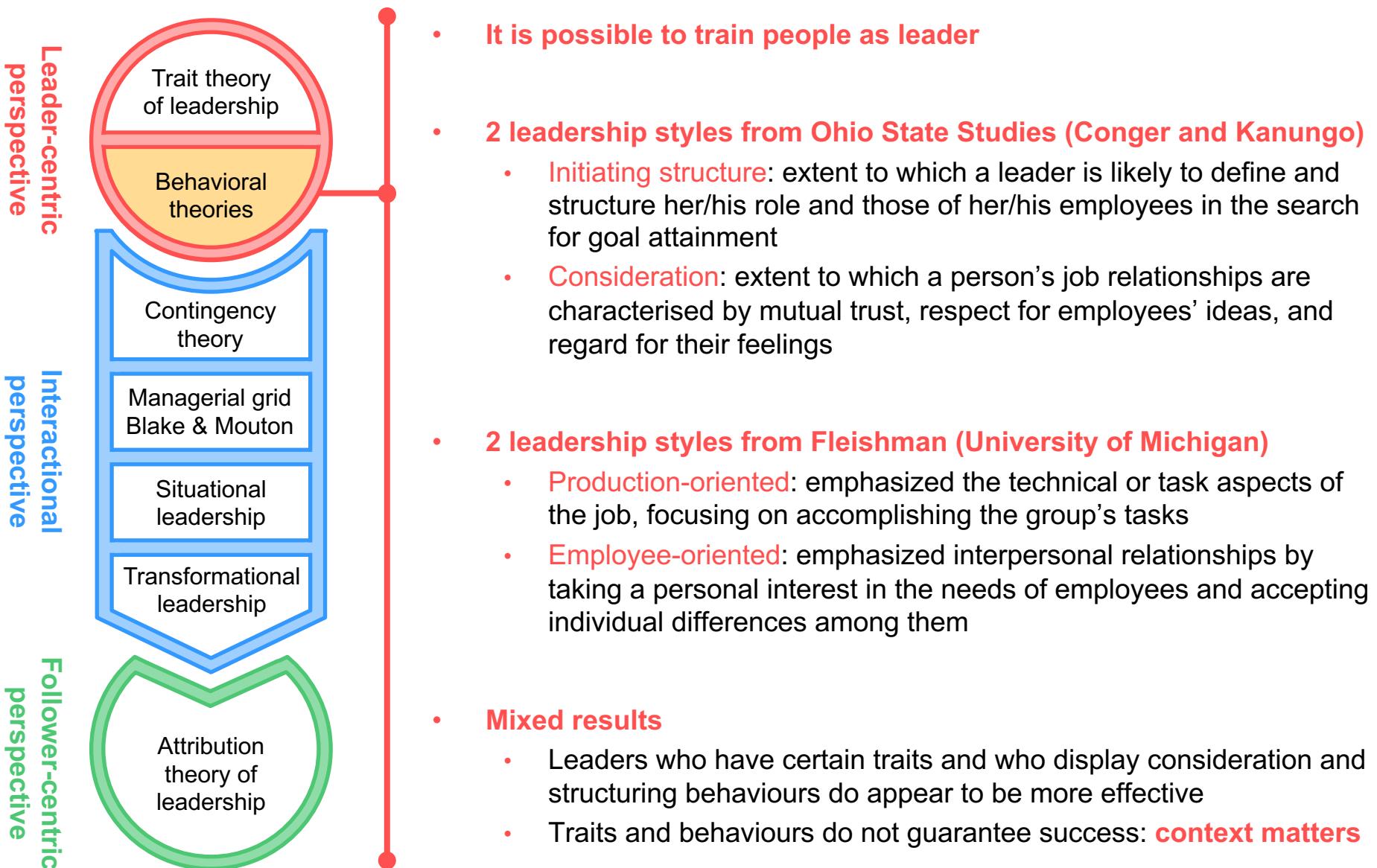
**Interactional
perspective**

**Follower-centric
perspective**

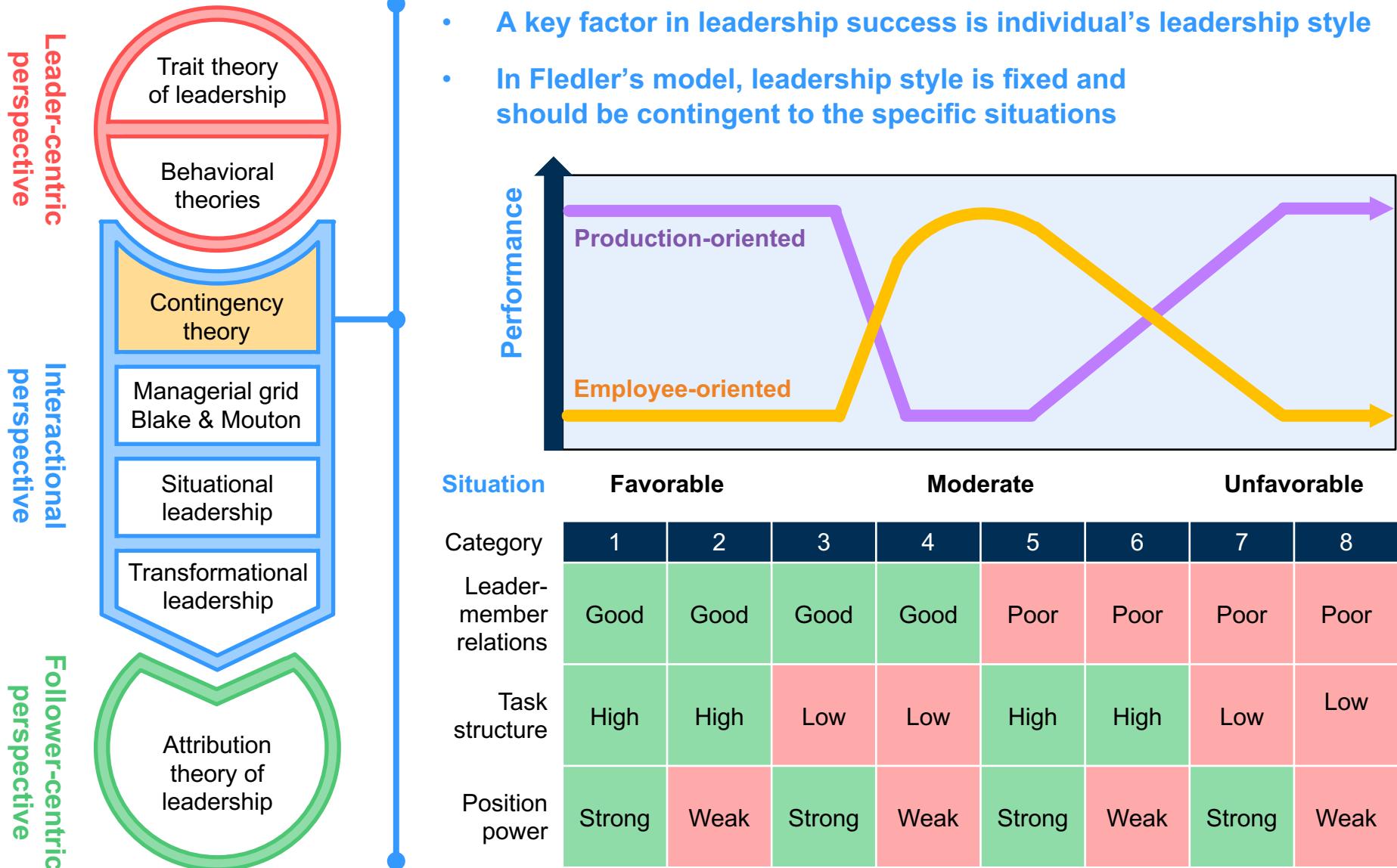
Leadership theories: wrapping up



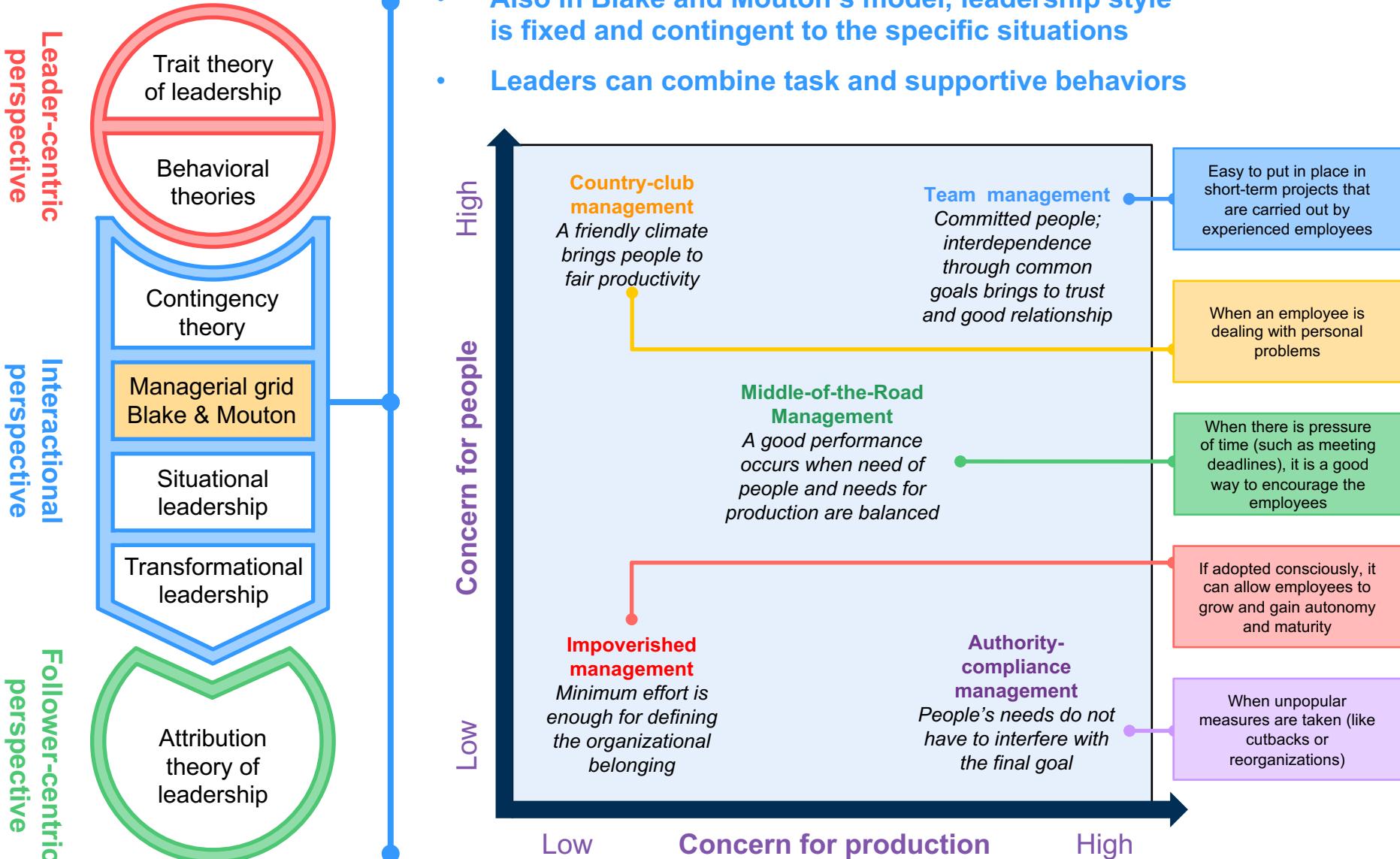
Leadership theories: wrapping up



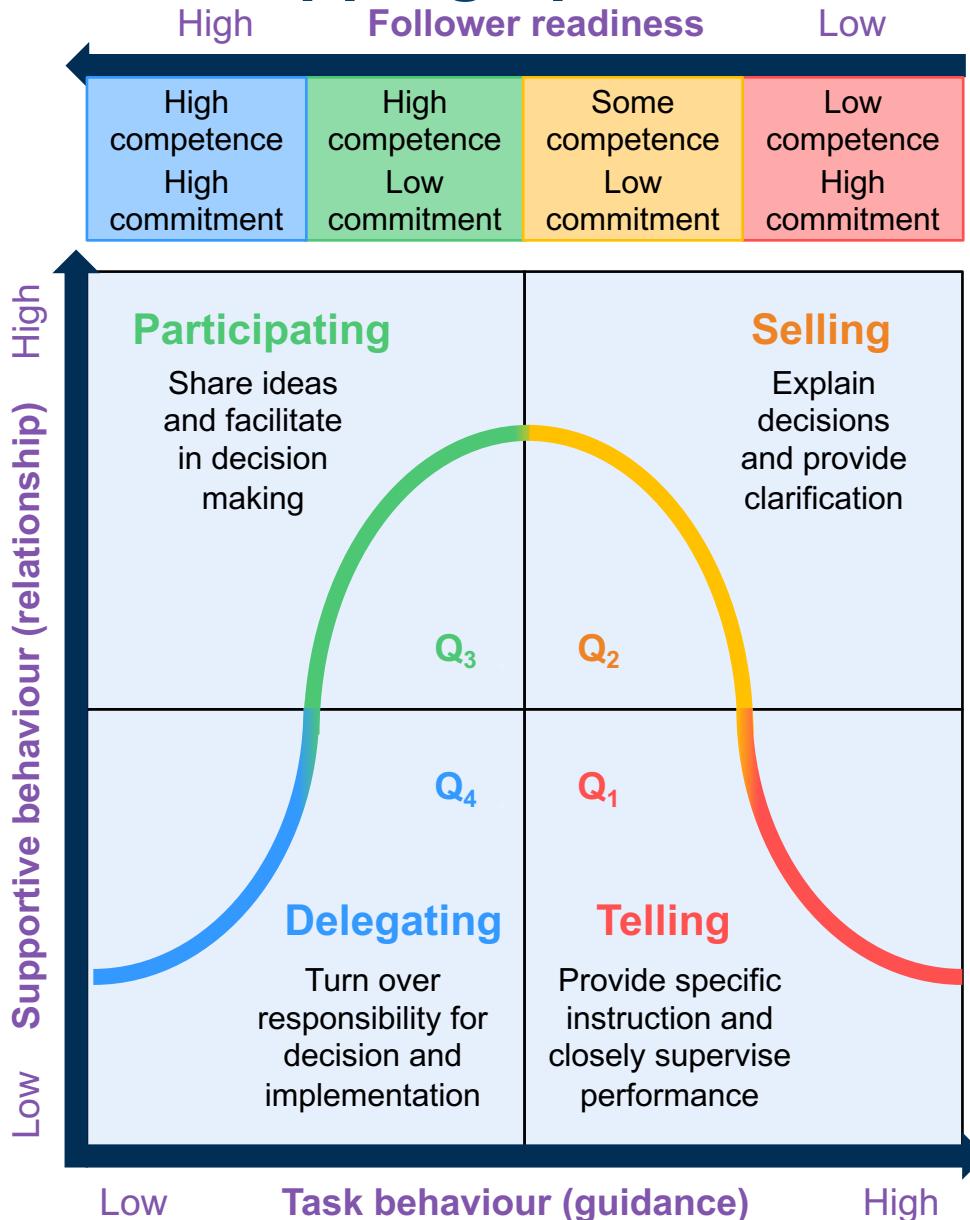
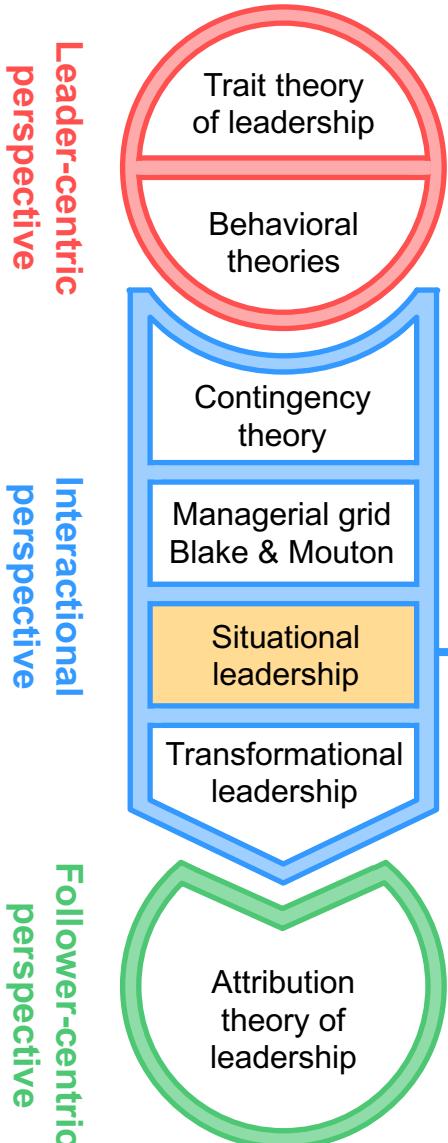
Leadership theories: wrapping up



Leadership theories: wrapping up



Leadership theories: wrapping up



Hersey and Blanchard Model

Decision styles

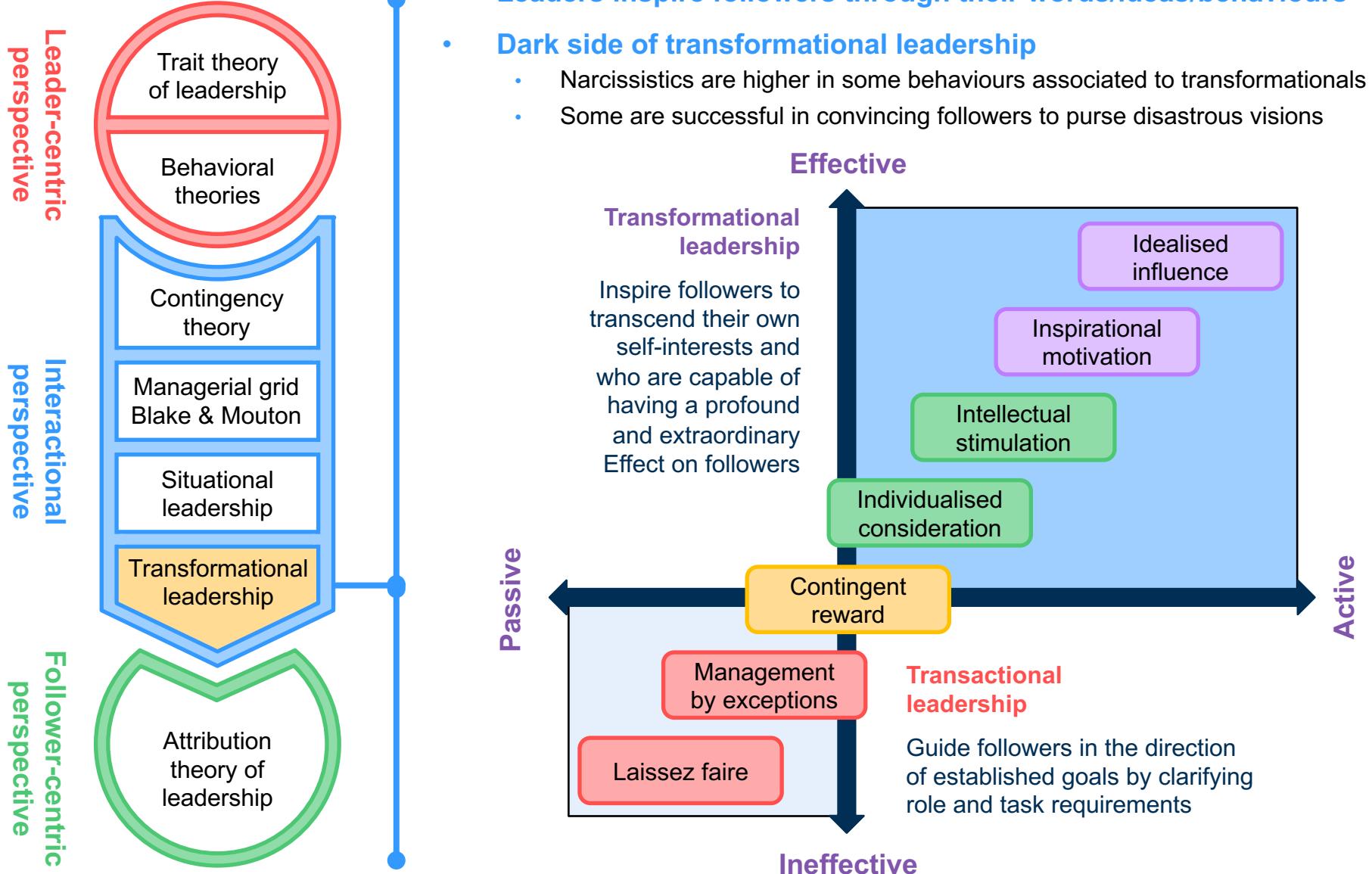
Q₁. Leader-made decision

Q₂. Leader-made decision with dialogue or explanation

Q₃. Leader/follower-made decision or follower-made decision with encouragement from leader

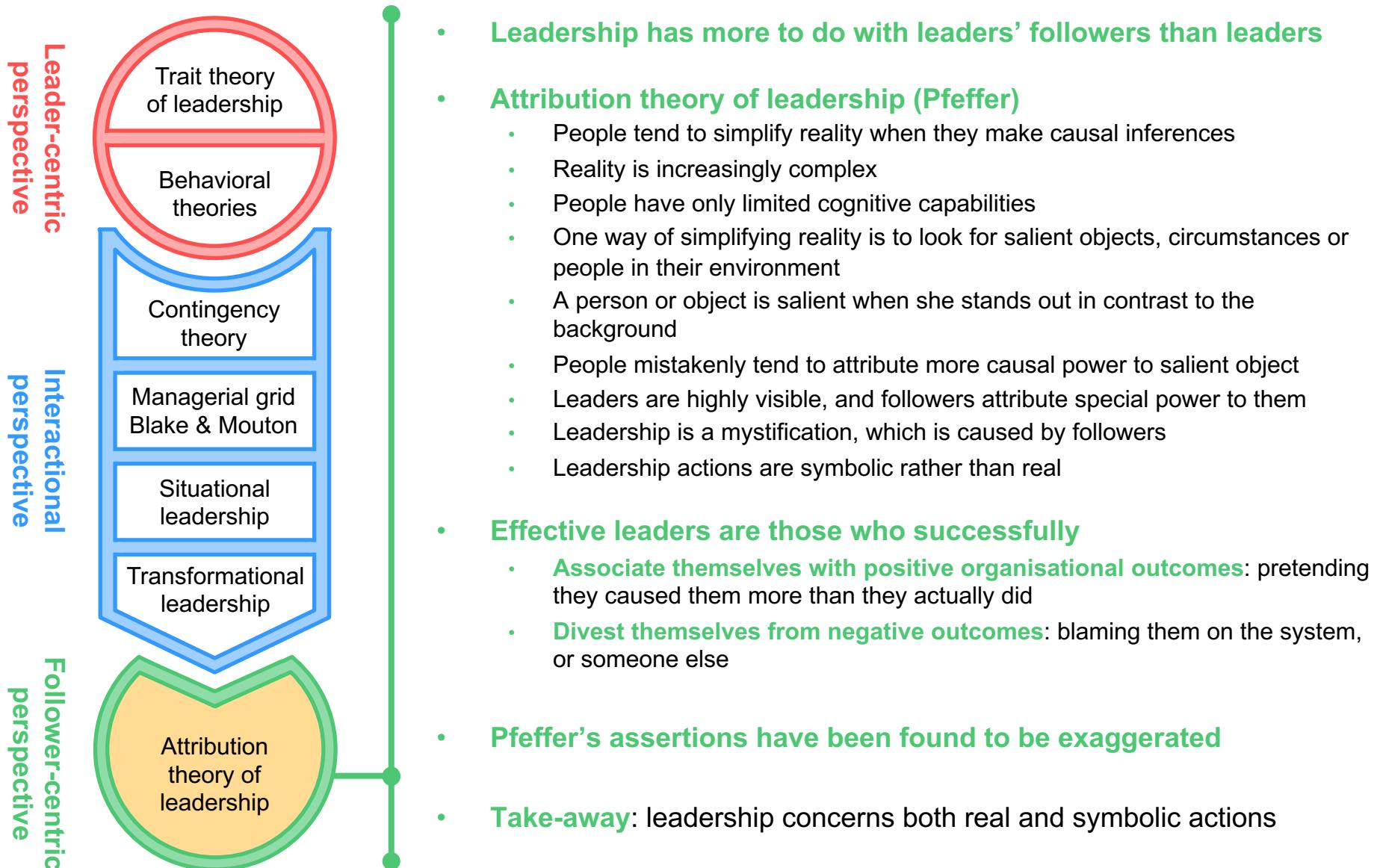
Q₄. Follower-made decision

Leadership theories: wrapping up



- Leaders inspire followers through their words/ideas/behaviours
- **Dark side of transformational leadership**
 - Narcissistics are higher in some behaviours associated to transformationals
 - Some are successful in convincing followers to pursue disastrous visions

Leadership theories: wrapping up



Agenda

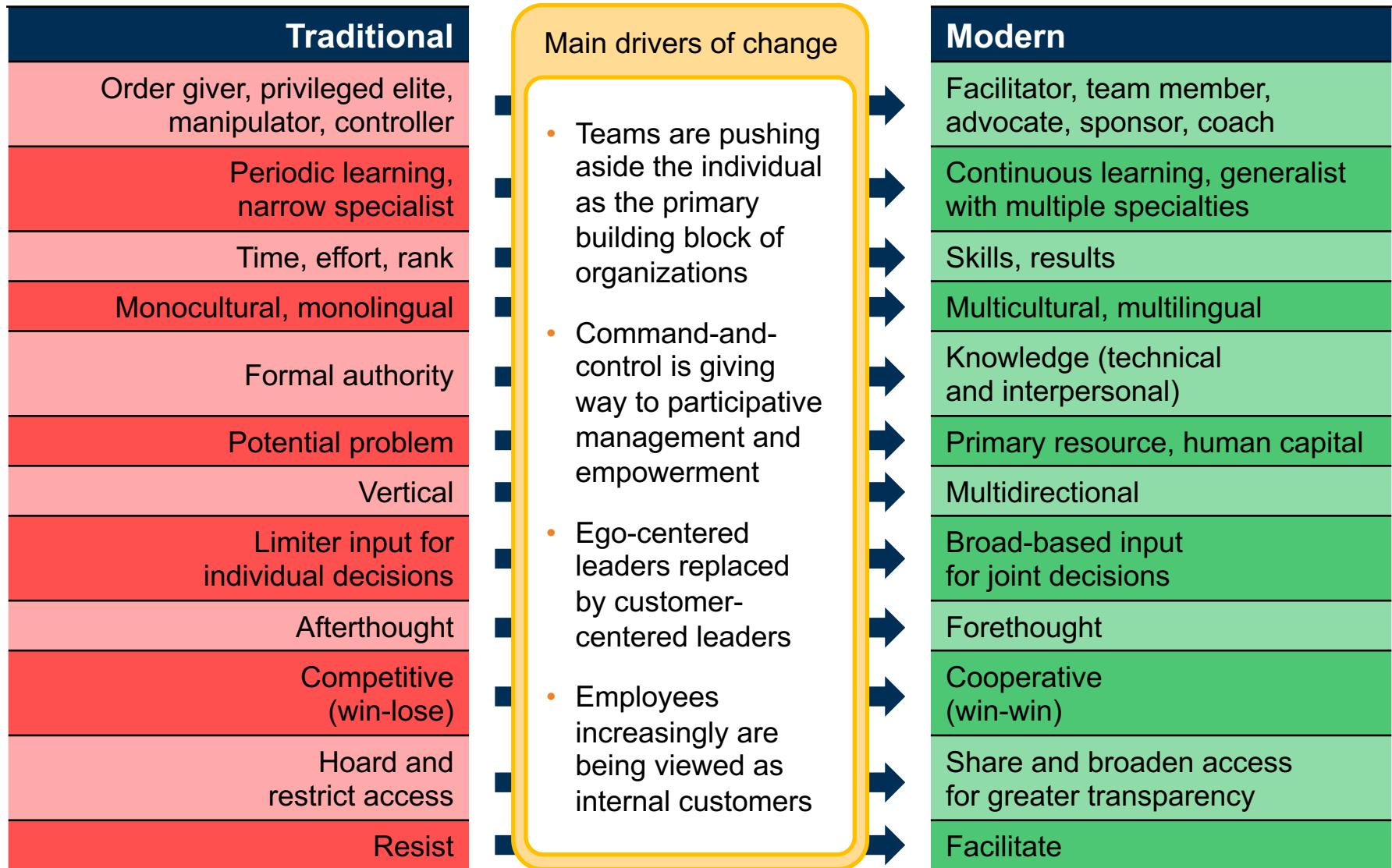
- Google Project Oxygen
- Leadership vs. Management
- Leadership theories
- Leadership in modern organisations
- Bibliography and further material

Leadership in Modern Organisations

Traditional	Organisations	Modern
Order giver, privileged elite, manipulator, controller	Primary role	Facilitator, team member, advocate, sponsor, coach
Periodic learning, narrow specialist	Learning and knowledge	Continuous learning, generalist with multiple specialties
Time, effort, rank	Compensation criteria	Skills, results
Monocultural, monolingual	Cultural orientation	Multicultural, multilingual
Formal authority	Primary source of influence	Knowledge (technical and interpersonal)
Potential problem	View of people	Primary resource, human capital
Vertical	Primary communication pattern	Multidirectional
Limiter input for individual decisions	Decision-making style	Broad-based input for joint decisions
Afterthought	Ethical considerations	Forethought
Competitive (win-lose)	Nature of interpersonal relationships	Cooperative (win-win)
Hoard and restrict access	Handling of power and key information	Share and broaden access for greater transparency
Resist	Approach to change	Facilitate

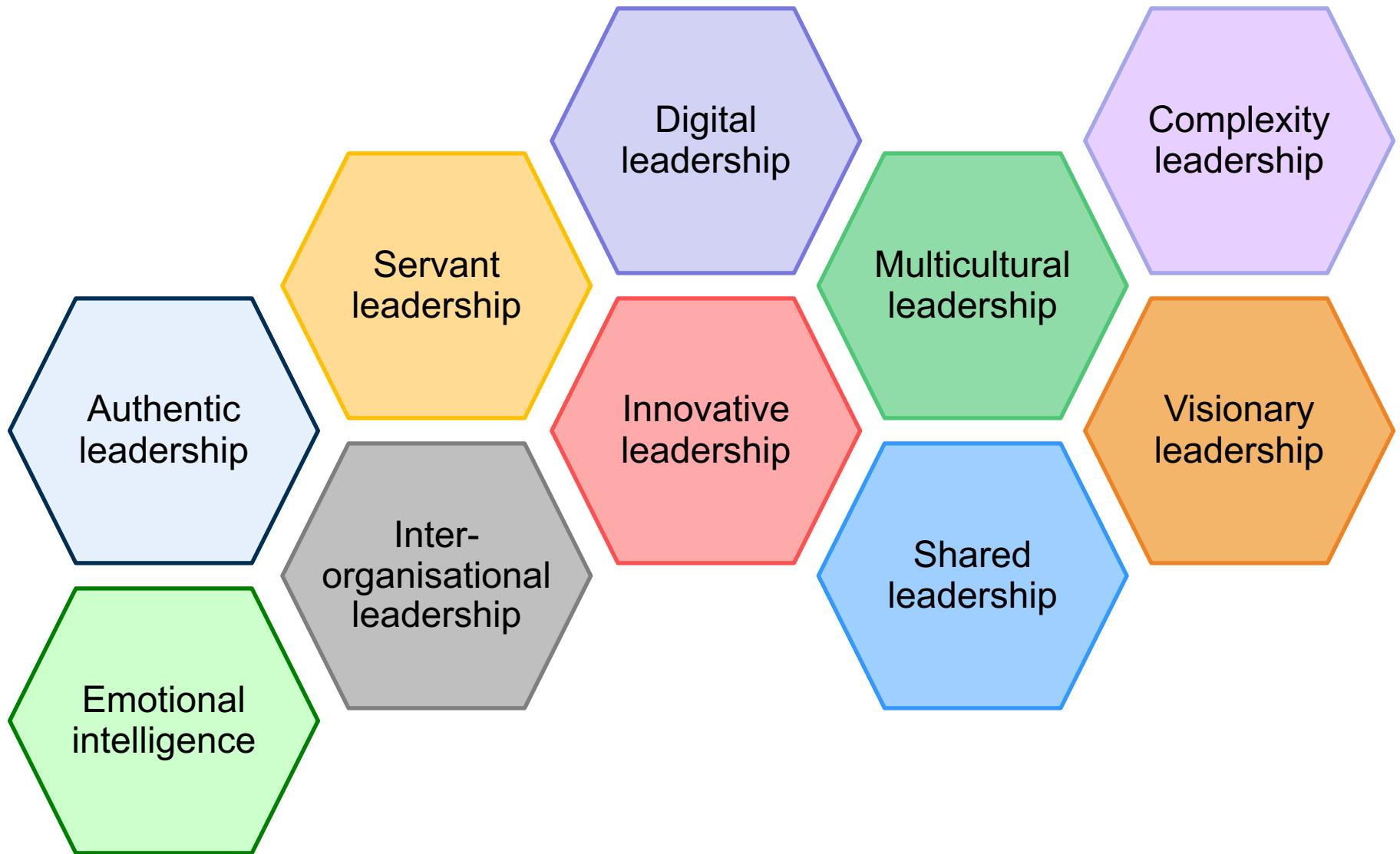
[Kreitner and Kinicki., 2013]

Leadership in Modern Organisations

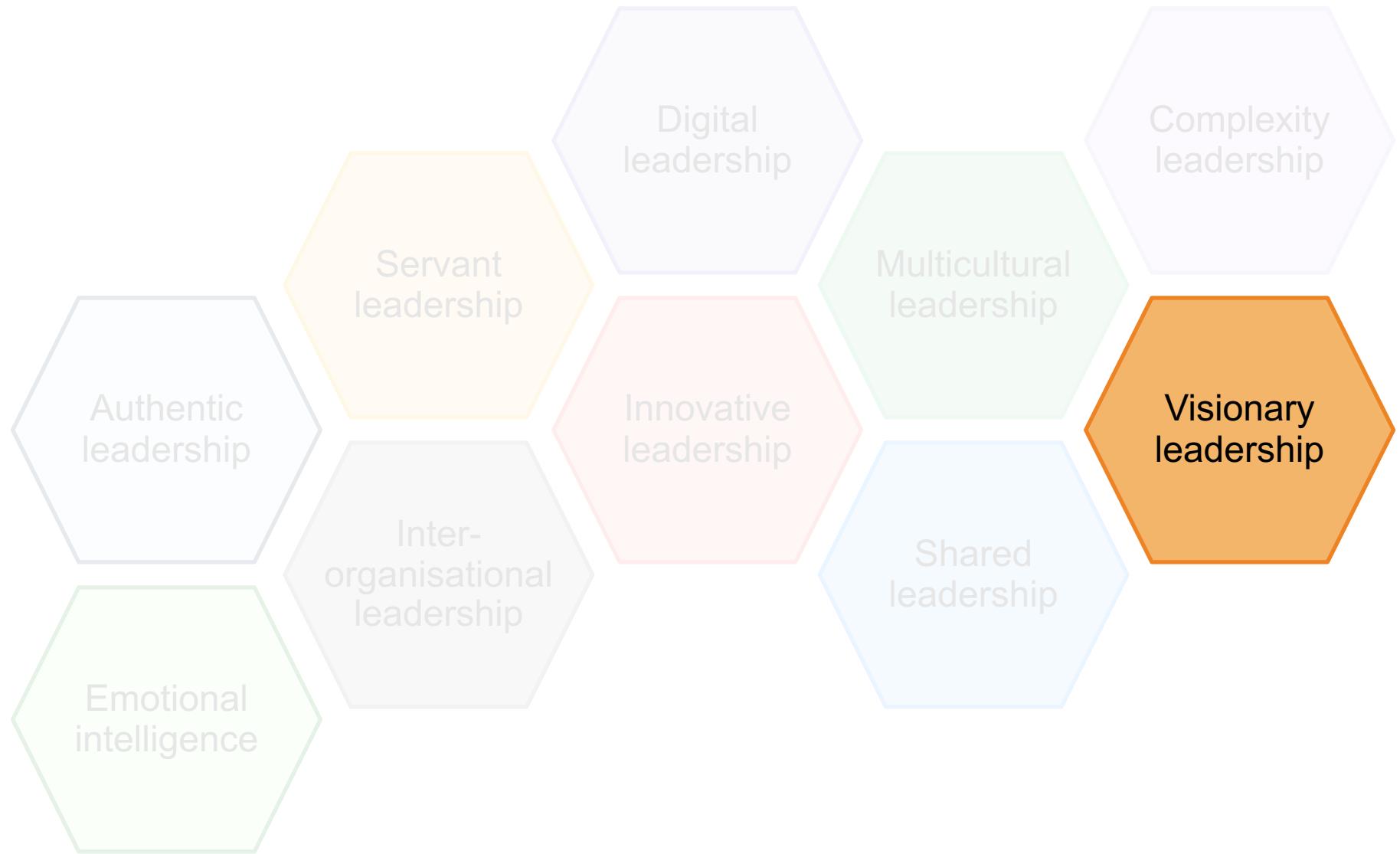


[Kreitner and Kinicki., 2013]

Leadership in Modern Organisations



Leadership in Modern Organisations



Start with why!

Simon Sinek



https://cutt.ly/TED_Sinek



"I have a dream that one day, on the red hills of Georgia, the sons of former slaves and the sons of former slave owners will be able to sit down together [...]"

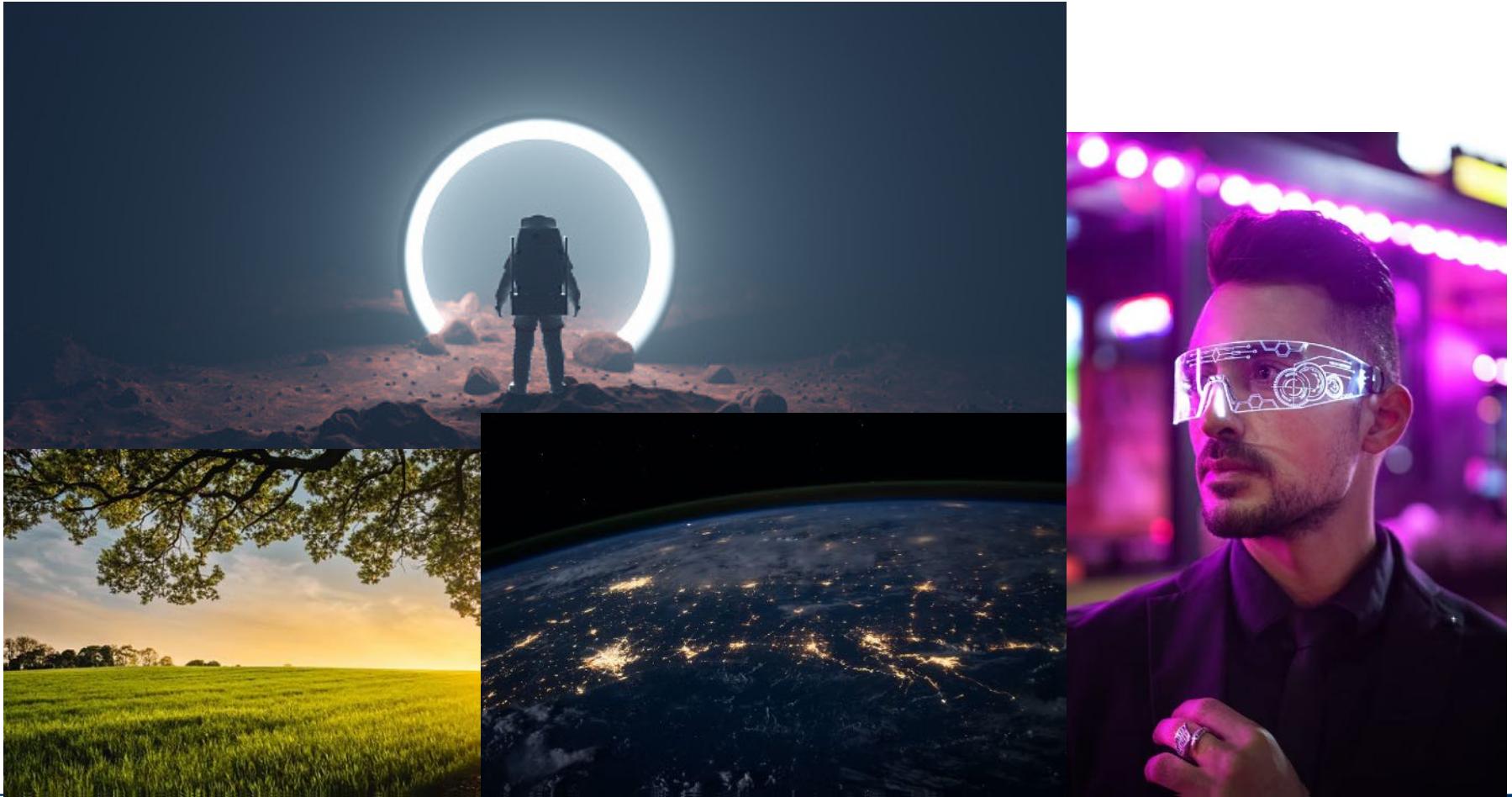
*I have a dream that one day this nation will rise up and live out the true meaning of its' creed:
We hold these truths to be self-evident, that all men are created equal"*

Martin Luther King, 1963

Vision definition

A vision is defined as a vibrant, idealized, “verbal portrait” of what the [group] aspires to one day achieve

Carton et al., 2014



Envisioning and...

Develop your **individual vision** for the Innovation project!

*Deliverable: Find a **simple** way to express your vision*

Time: 5 minutes

IMPORTANT NOTES

- *Start with the «why»*
- *Don't think about the technical details*



...Sharing!!

Share the vision with your **team mates!**

Task: Use the simple form you developed earlier and inspire your team members with your idea

Time: 30 seconds each

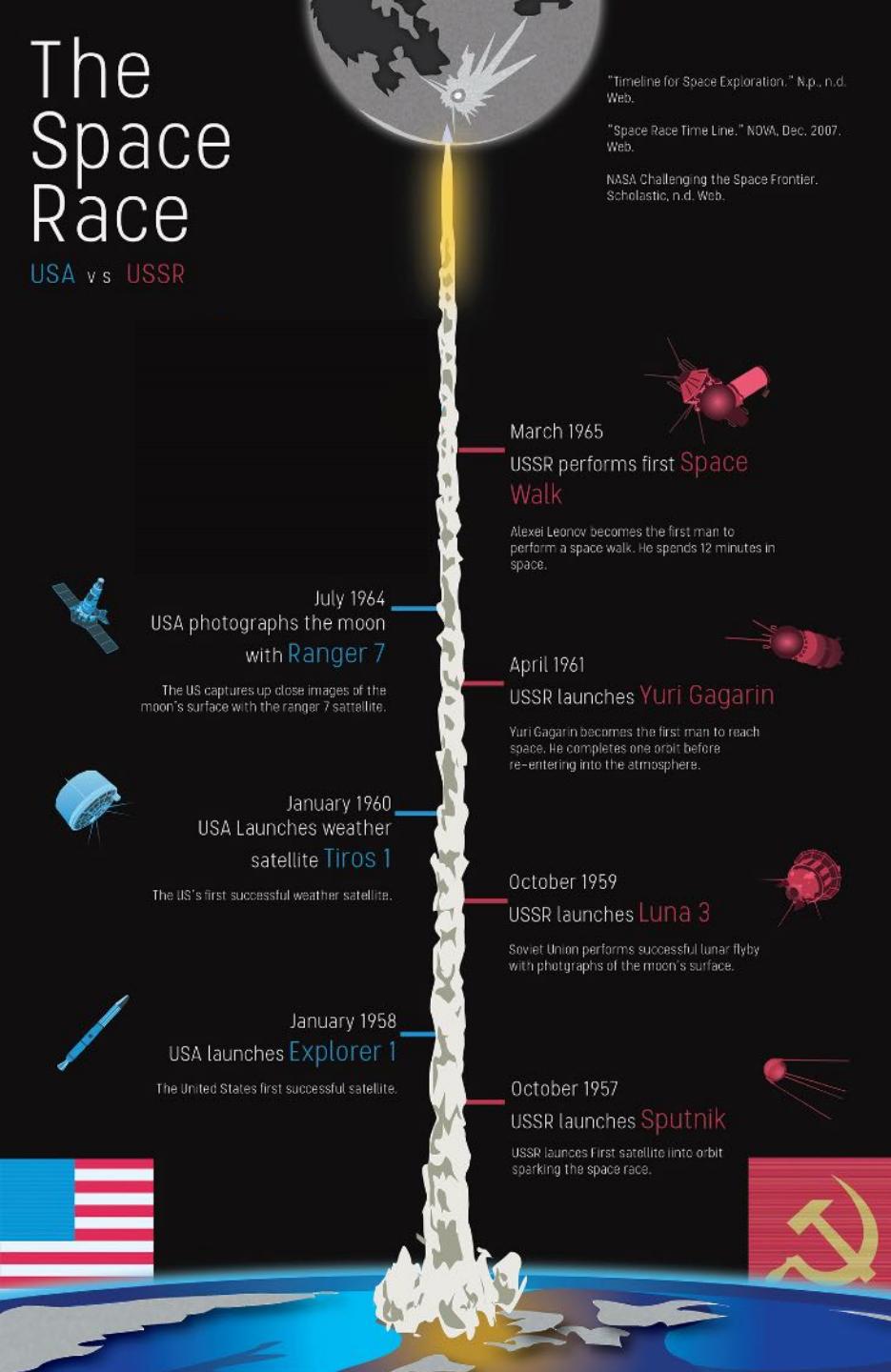
IMPORTANT NOTES

- *Do **not** comment and judge*
- *Listen carefully*
- *Take building blocks*



The Space Race

USA v.s USSR



"Timeline for Space Exploration." N.p., n.d. Web.

"Space Race Time Line." NOVA, Dec. 2007. Web.

NASA Challenging the Space Frontier. Scholastic, n.d. Web.



The relevance of a vision



Visionary Leadership



"I believe that this Nation should commit itself to achieving the goal, before this decade is out, of **landing a man on the Moon and returning him safely to Earth.**"

Speaking to Congress and the nation at the joint session of Congress on May 25, 1961, President J.F. Kennedy

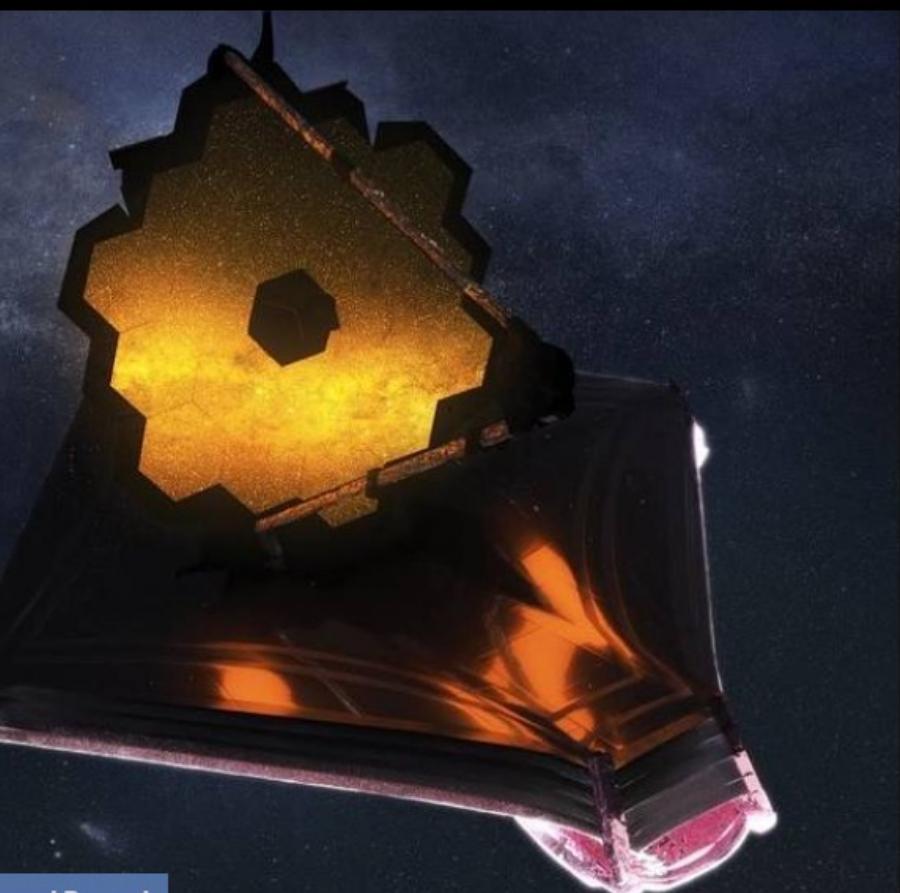


According to a popular legend, during a tour of NASA headquarters in 1961, John F. Kennedy encountered a janitor mopping the floors.

"Why are you working so late?" Kennedy asked.

"Mr President," the janitor responded, "I'm helping put a man on the moon."





and Beyond

discuss Webb's Arrival at Final Destination, Next Steps



Living in Space

NASA Offers \$1 Million for Systems to Feed Tomorrow's Astronauts



Space Station Research

Scientific Hardware, Experiments Return on SpaceX-24 Dragon

NASA Events

Sat., Jan. 22, 10:15 a.m. EST: Coverage of the undocking of the SpaceX CRS-24 cargo ship from space station

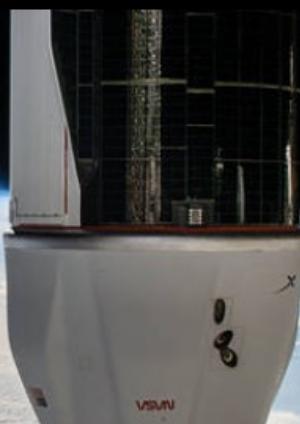
Mon., Jan. 24, 3 p.m. EST: NASA Science Live: What's Next for the James Webb Space Telescope?

Mon., Jan. 24, 4 p.m. EST: Media teleconference on the James Webb Space Telescope mission

Mon., Feb. 14, 11 p.m. EST: Coverage of the launch of the ISS Progress 80 Cargo Craft from the Baikonur Cosmodrome in Kazakhstan

NASA TV Schedule

Launches and Landings



MARS & BEYOND

THE ROAD TO MAKING HUMANITY MULTIPLANETARY





อีเธอเรียม

Welcome to Ethereum

Ethereum is the community-run technology powering the cryptocurrency ether (ETH) and thousands of decentralized applications.

[Explore Ethereum](#)

Making The World Work Better For All

Cardano is a blockchain platform for changemakers, innovators, and visionaries, with the tools and technologies required to create possibility for the many, as well as the few, and bring about positive global change.

[Discover Cardano](#)

I want to...

[DEVELOP >](#)

[GOVERN >](#)

[OPERATE >](#)

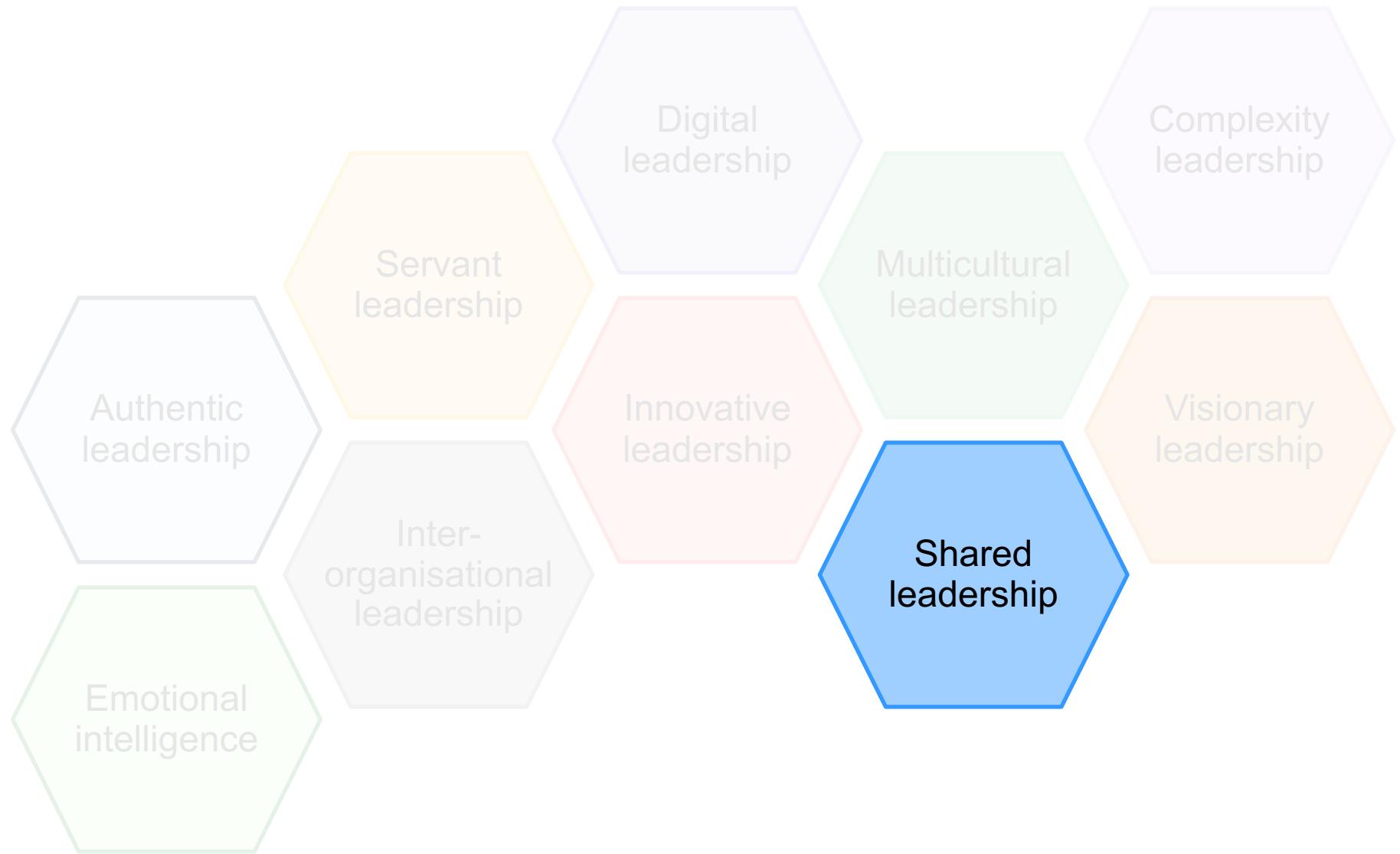
[DISCOVER ADA >](#)

Visionary Leadership characteristics

- The potential future defined in a vision specifies direction, purpose, and the uniqueness of a venture
- Organizing action around an evocative, involving, set of future goals
- Vision may provide a sense of identity and meaning
- Common framework for action provided by a vision allows people to coordinate and integrate their activities
- Vision may serve as a basis for development of organizational norms and structures

[Strange and Mumford, 2002]

Leadership in Modern Organisations



Who is the leader here?





Who is the leader here?

Leadership as a collectivistic phenomenon

- A growing body of research examines leadership not as a property of individuals and their behaviors, but as a **collective phenomenon that is distributed or shared among different people**, potentially fluid, and constructed in interaction
- Shared leadership is **a dynamic, interactive influence process** among individuals in **groups** in which people share responsibility for leading
- Shared leadership suggests that leadership might be distributed around the team equally, unilaterally, or in any number of ways; and decisions and actions made by the team are not the result of a single leader acting toward the team
- It involves **peer, or lateral, influence** and upward/downward hierarchical influence



**Leadership is not
only vertical, but
also horizontal!**

The power of shared leadership



Shared leadership

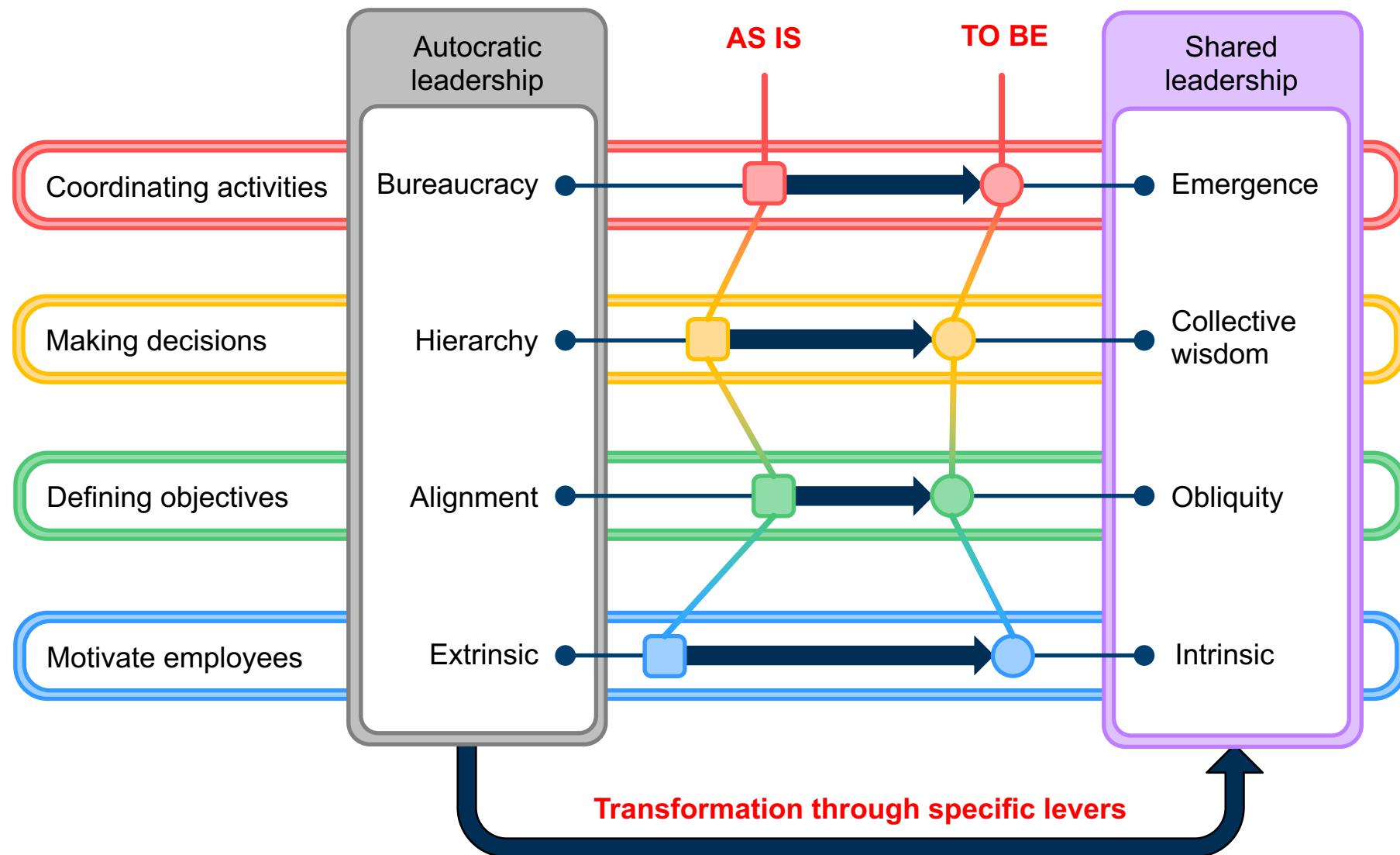
- Shared leadership occurs in:
 - Self-managed teams
 - Executive teams
 - Democratic organizations
 - Groups of people working on tasks or projects requiring interdependence and creativity
 - It requires:
 - A leader above who empowers, enables created the conditions for the team to be self managed/led
 - Team design, onboarding, training and development
-

I like to think of the Braintrust as Pixar's version of peer review, a forum that ensures we raise our game — not by being prescriptive but by offering candor and deep analysis

Ed Catmull
President, Pixar



Toward Shared Leadership





**What can you do to
develop shared
leadership?**

Developing Shared Leadership: internal team development

- **Shared Purpose:** team members have similar understandings of their team's primary objectives and ensure collective goals
 - Leads to feelings of motivation, empowerment, and commitment
- **Social Support:** team member's effort to provide emotional and psychological strength to each other
 - Leads to group maintenance, culture, and shared responsibility
- **Voice:** constructive change-oriented communication, participation in decision making and extra-role work behaviours
 - leads to mutual leadership and commitment

Carson et al., 2007

Developing Shared Leadership: external coaching

Supportive Coaching behaviours: interaction with a team to help the members make coordinated and task-appropriate use of their collective resources in accomplishing the team's task

→ develops team self-management, initiative and autonomy

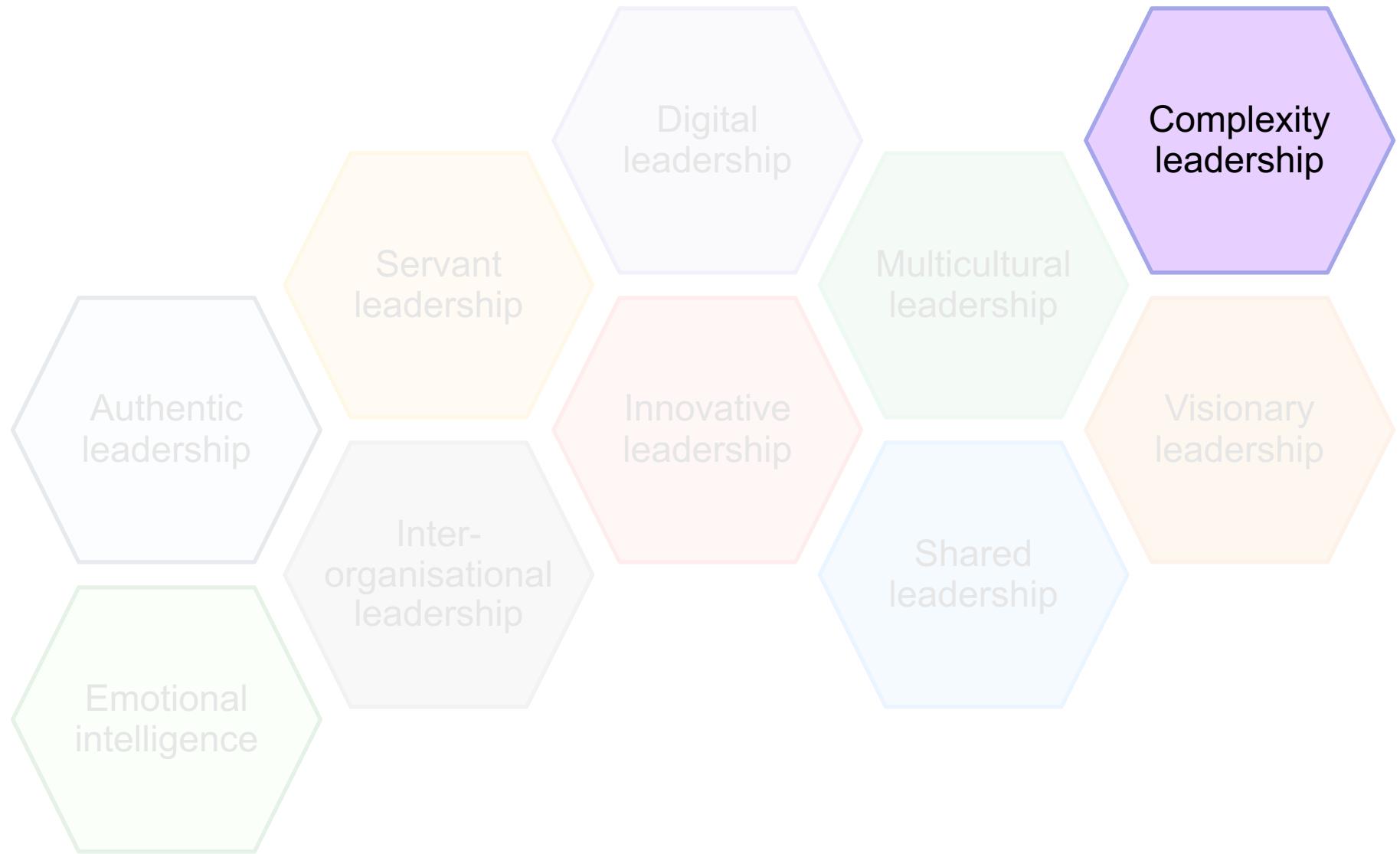
Encouragement → feeling of self-competence

Support → shared commitment

Suggestions → clarity on task management

Carson et al., 2007

Leadership in Modern Organisations





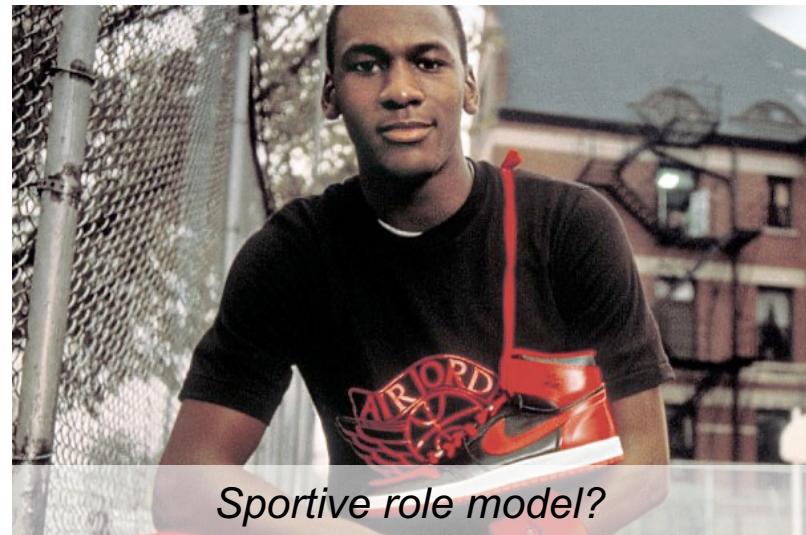
Sportswear outlet?



Fashion brand?



Personal trainer?



Sportive role model?

Nike: a complex ecosystem

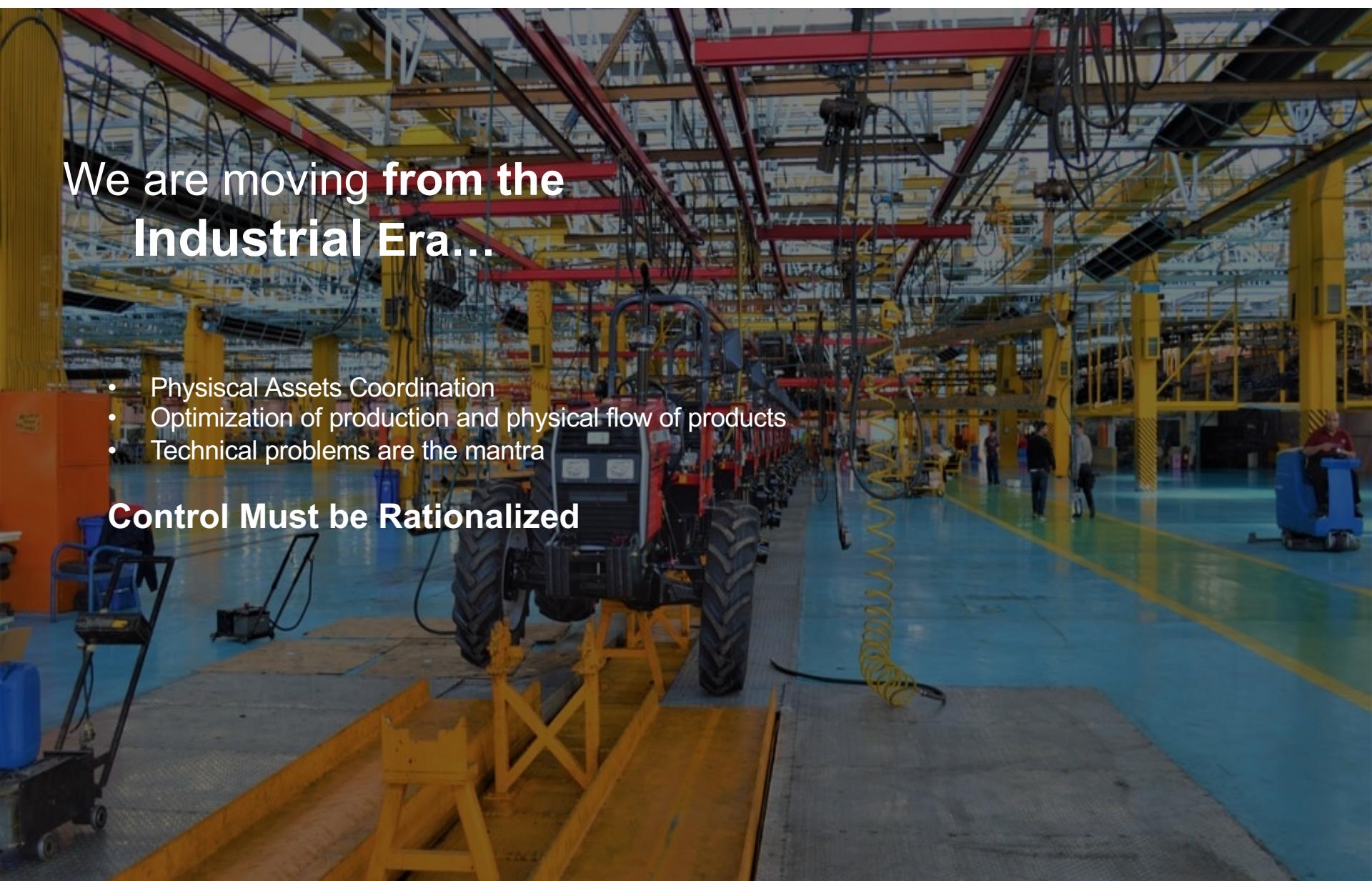
1. **Complicated behaviors** (such as execution and innovation, but not just one or the other) occur
2. **A few rules** (like priorities) exist that are not arbitrary and not compromises between extreme values
3. **Work is required to maintain balance on the edge of chaos** because it is a dissipative equilibrium. There is a constant tendency to fall into the attractors of structure and chaos
4. **Surprise exists:** expect the unexpected, because control is not tight and because the system is adapting in real-time to unpredictable changes
5. **Mistakes occur** because systems at the edge of chaos **often slip off the edge**

A complex environment

We are moving **from the
Industrial Era...**

- Physical Assets Coordination
- Optimization of production and physical flow of products
- Technical problems are the mantra

Control Must be Rationalized



A complex environment

...Towards the
Knowledge Era

- Social Assets (corporate IQ and Learning Capacity) are the core
- Create an environment where knowledge accumulate and is shared at low cost
- Adaptive Challenges: enabling intellectual assets through distributed intelligence and cellular networks (vs limited intelligence in the brains of a few people at the top)
- Speed and adaptability are the mantra

Speed, adaptability and Learning

The science of complexity

Complexity means....

1. **Dynamical systems** which do not reach equilibrium (e.g. weather)
2. **Chaotic** (but not random) processes, which seldom return to the same state (e.g. fluid dynamics)
3. **Sensitivity to initial conditions** (e.g. historical accidents, e.g. start of WWI)
4. **Resistance to simple reductionist analyses**, requiring multiple scales of analysis (e.g. biology)
5. **Complex patterns** arise from interactions among agents which follow simple rules (e.g. roundabout)
6. **Self-organizing behaviours** which evolve towards order (e.g. jazz band)

Simple rules for complexity



**Complicated
management
system:**

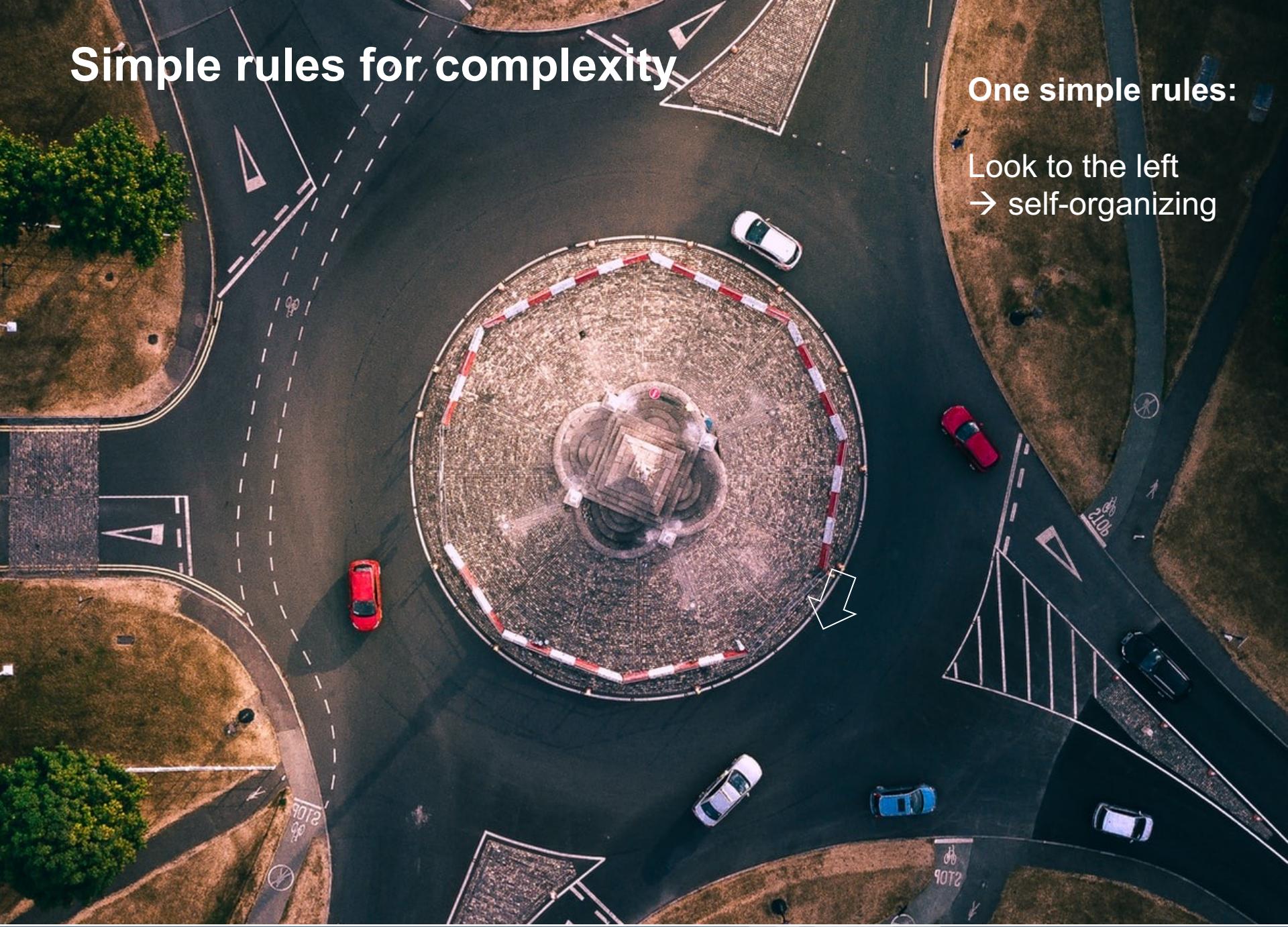
1. What happens if the traffic changes?
2. How can traffic flow be optimized?

→ Managed by the system

Simple rules for complexity

One simple rule:

Look to the left
→ self-organizing



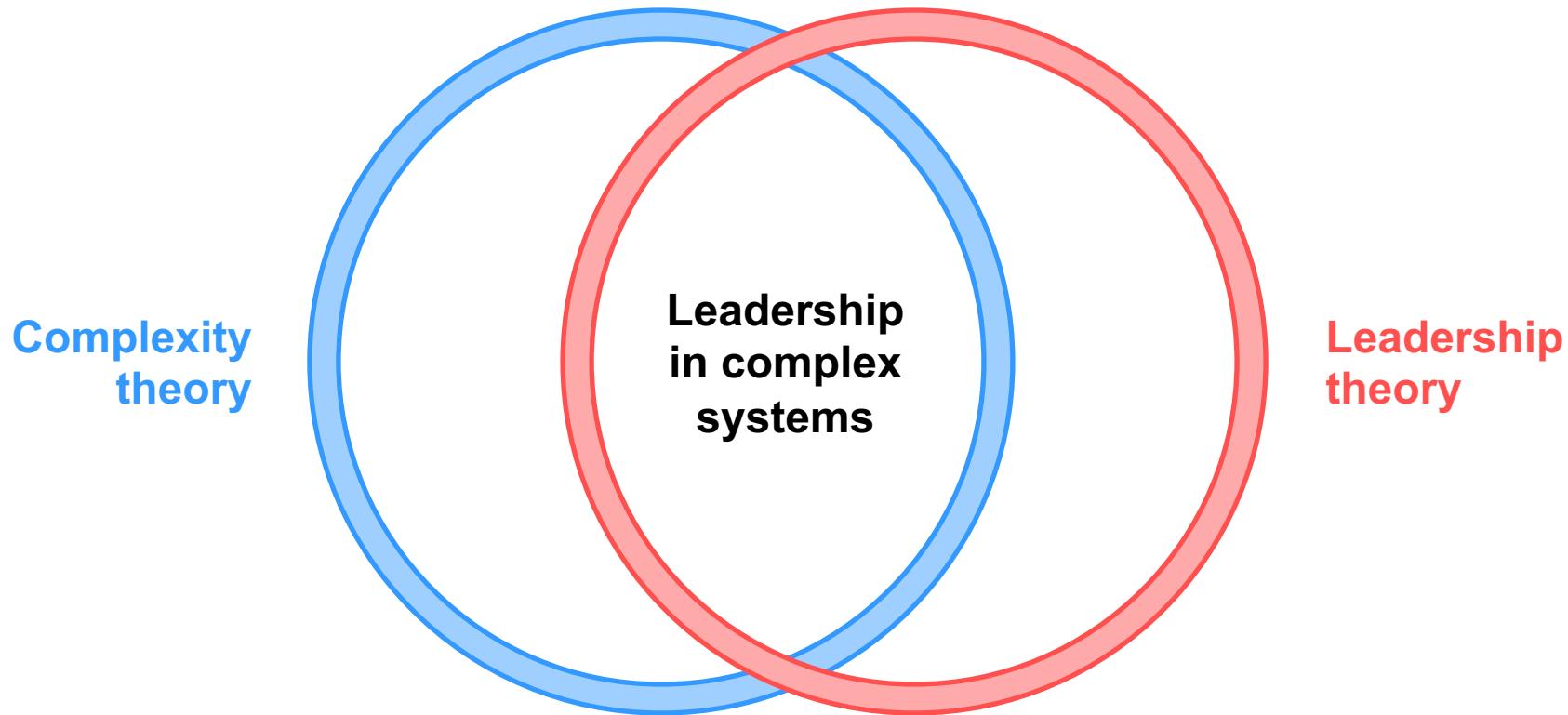
Complexity Leadership Theory (CLT)

Leadership models of the last century have been products of **top-down, bureaucratic paradigms**. These models are eminently effective for an economy premised on physical production but **are not well-suited for a more knowledge-oriented economy**



Complexity science suggests a different paradigm for leadership—one that frames **leadership as a complex interactive dynamic from which adaptive outcomes (e.g., learning, innovation, and adaptability) emerge**

Complexity Leadership Theory (CLT)



Complexity Leadership Theory (CLT)

- CLT is a leadership paradigm that focuses on enabling the **learning, creative, and adaptive capacity within orgs.**
- This conceptual framework includes **three entangled leadership roles:**
 - Administrative leadership
 - Adaptive leadership
 - Enabling leadership
- Actions of individuals and groups in **formal managerial roles** who plan and coordinate activities to accomplish organizationally-prescribed outcomes in an efficient and effective manner
- (Among other things) **structures** tasks, engages in **planning**, builds **vision**, **allocates resources** to achieve goals, manages crises and conflicts, and manages organizational strategy
- Focuses on **alignment and control** and is represented by the hierarchical and bureaucratic functions of the organization.



[Uhl-Bien et al., 2007]

Complexity Leadership Theory (CLT)

- CLT is a leadership paradigm that focuses on enabling the **learning, creative, and adaptive capacity within orgs.**

- This conceptual framework includes **three entangled leadership roles:**

- Administrative leadership
- Adaptive leadership
- Enabling leadership



- **Adaptive, creative, and learning actions** that emerge from the interactions within the organization as it strives to adjust to tension
- Can occur in a **boardroom or in workgroups** of line workers
- **Informal emergent dynamic** that occurs among **interacting** people and is not an act of authority

[Uhl-Bien et al., 2007]

Complexity Leadership Theory (CLT)

- CLT is a leadership paradigm that focuses on enabling the **learning, creative, and adaptive capacity within orgs.**
 - This conceptual framework includes **three entangled leadership roles:**
 - Administrative leadership
 - Adaptive leadership
 - Enabling leadership
- Catalyse the **conditions** in which adaptive leadership can thrive
 - Manage the **entanglement** between the bureaucratic (administrative leadership) and emergent (adaptive leadership) functions of the organization:
 1. creating **appropriate organizational conditions** to foster effective adaptive leadership in places where innovation and adaptability are needed
 2. facilitating the **flow of knowledge** and creativity from adaptive structures into administrative structures

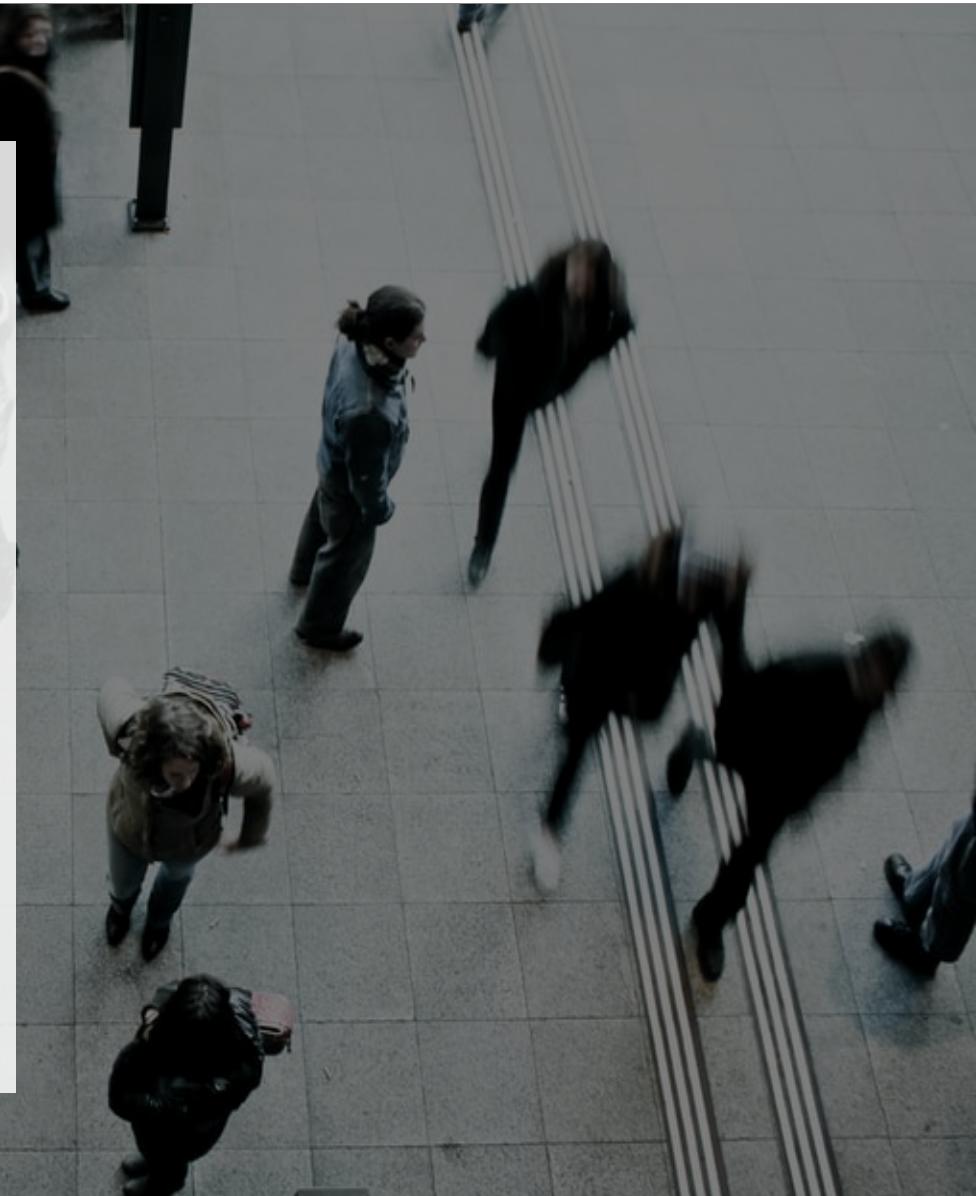


[Uhl-Bien et al., 2007]

Enabling leadership: 1. Fostering interaction

Interaction produces the network of linkages across which information flows and connects

Enabling leaders can foster interaction through such strategies as open architecture workplaces, self-selected work groups, electronic work groups (email, etc.), and by management-induced scheduling or rules structuring

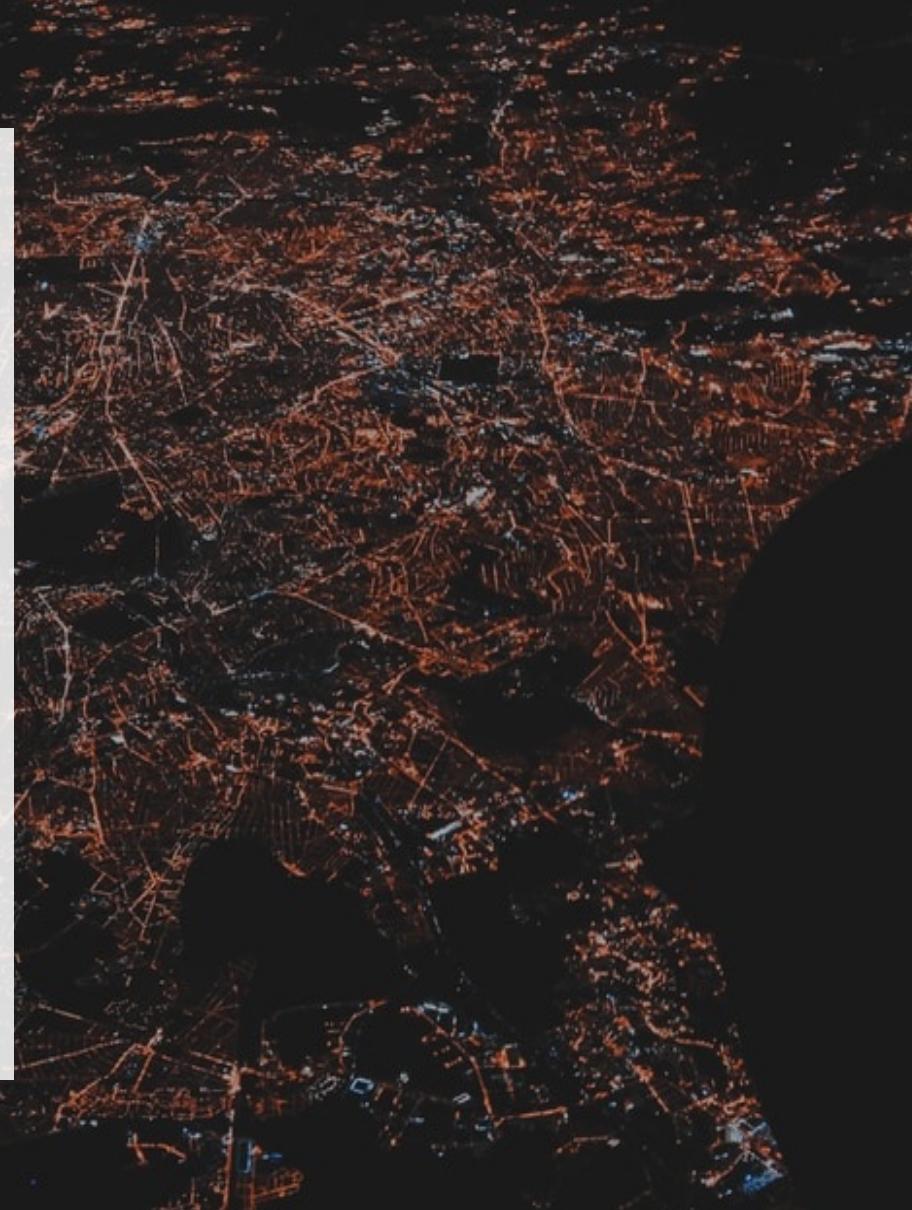


Enabling leadership: 2. Fostering interdependence

Interdependency's potency derives from naturally occurring or conflicting constraints. **Conflicting constraints** manifest when the well-being of one agent is inversely dependent on the well-being of another, or when the information broadcasted by one agent is incompatible with that broadcasted by another agent

Enabling Leaders can foster interdependence through autonomy

Autonomy permits conflicting constraints to emerge and enables agents to work through those constraints without interference from formal authorities



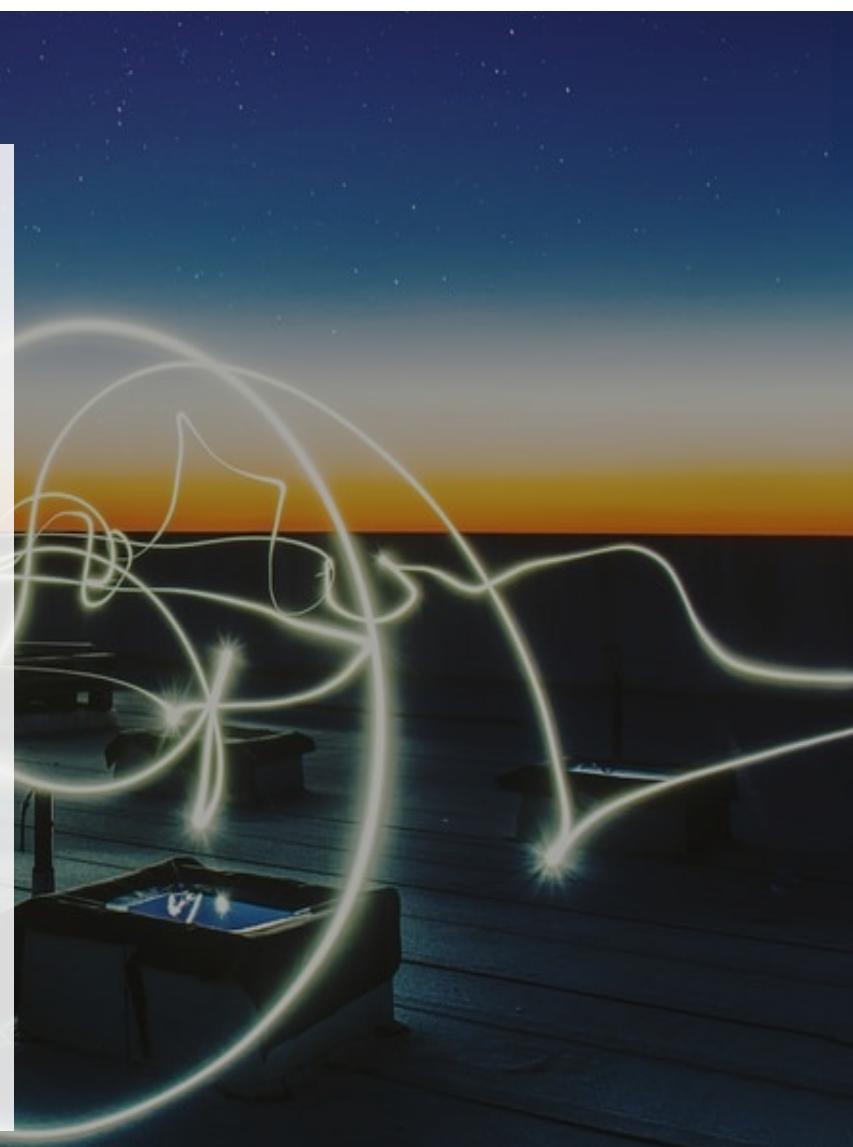
3. Injecting tensions

Tension creates an **imperative to act**

Tension can be enhanced by heterogeneity

Enabling leadership promotes heterogeneity by (among other things) building an atmosphere in which such diversity is respected, with considered hiring practices, and by structuring work groups to enable interaction of diverse ideas

Enabling leadership also fosters internal tension by enabling an atmosphere that tolerates dissent and divergent perspectives on problems, one in which personnel are charged with resolving their differences and finding solutions to their problems

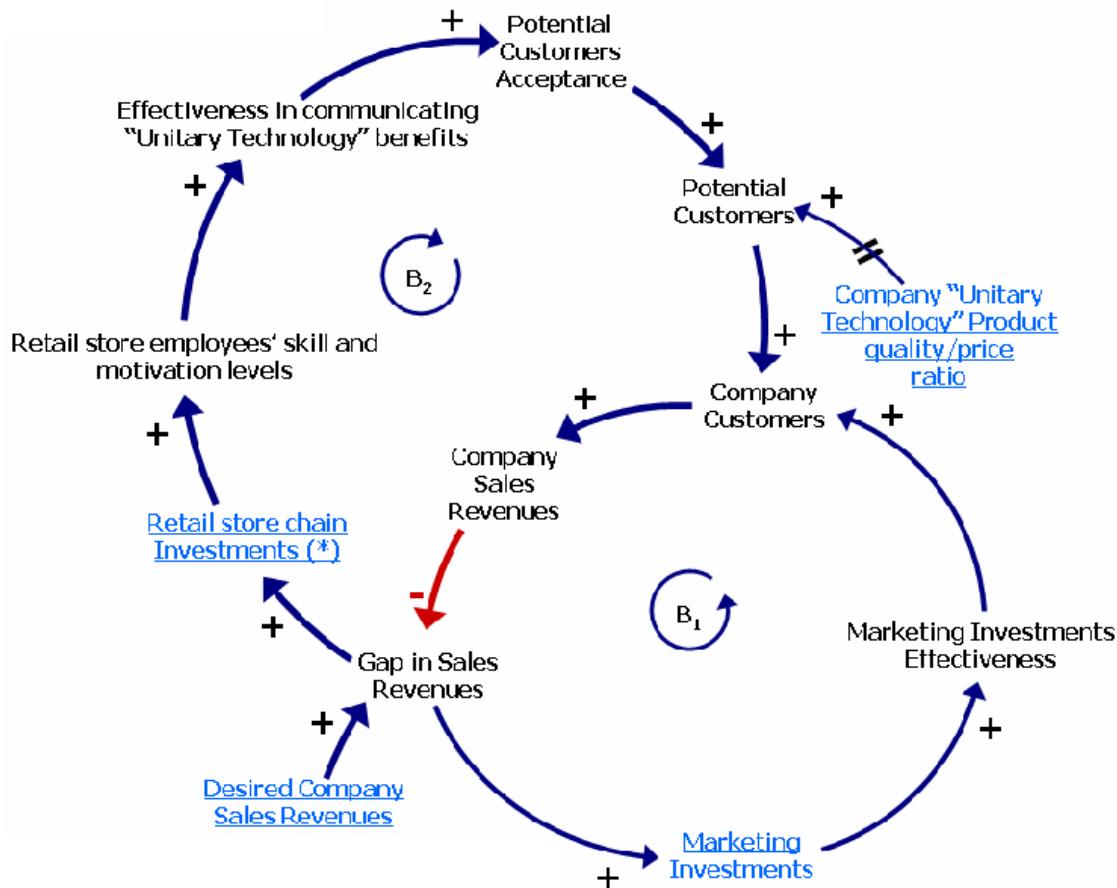


Where does Complexity Leadership occur?

Complexity leadership means that **different behaviours** occur in the same firm:

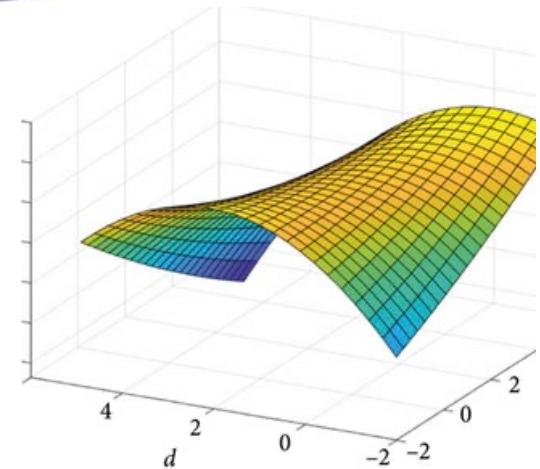
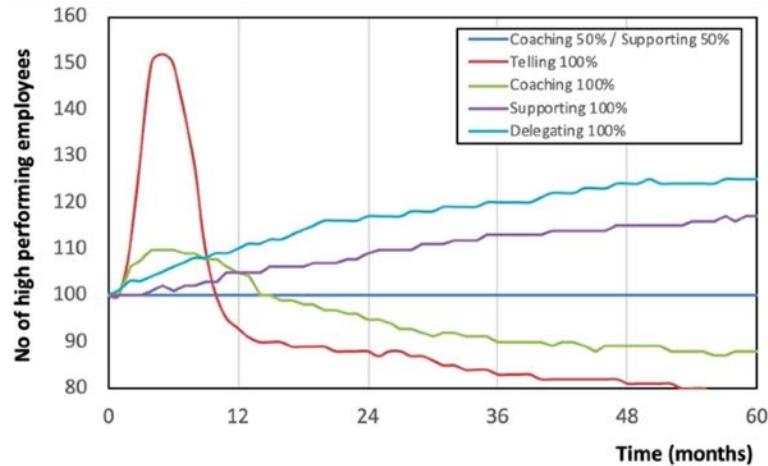
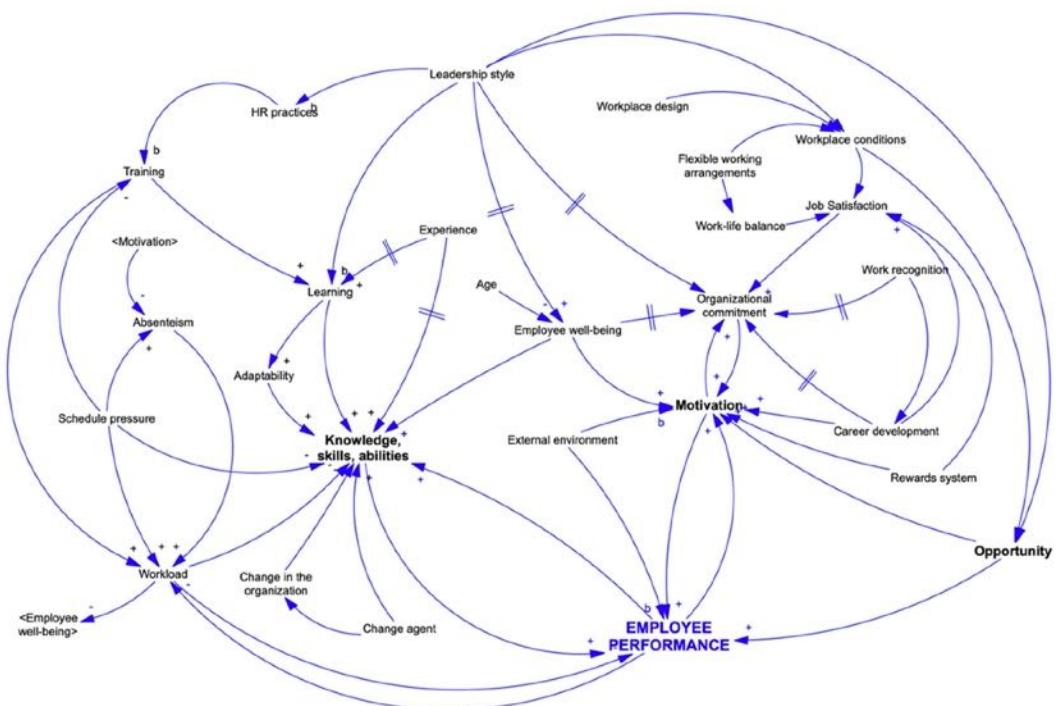
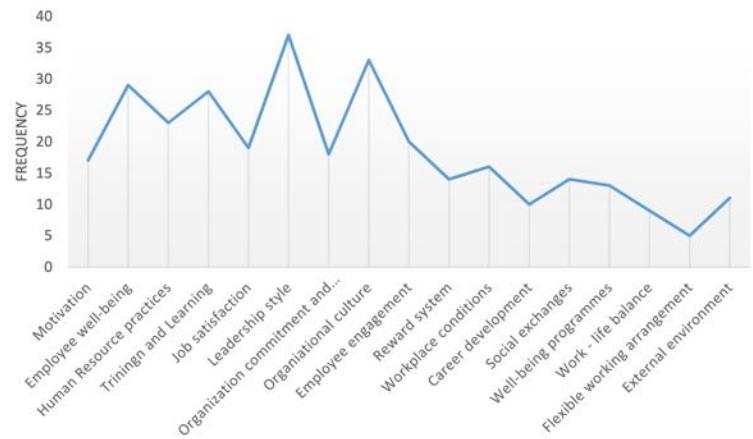
- **Administrative leadership**
 - From top management
 - Main activities: structure tasks, plan, acquire resources to achieve goals, manage crises, manage strategy plan
 - Top-down functions based on authority and position
- **Adaptive leadership**
 - Agile or self-organizing work teams
 - Informal groups who struggle over conflicting needs, ideas, preferences
 - Dynamic process rather than person
- **Enabling leadership**
 - From middle management role to enable adaptivity
 - Innovation-to-organization interface
 - Overlaps with administrative leadership: changing heads!

Using system dynamics to exercise CLT



- Modeling of the complex adaptive system
- Definition of reinforcing loops (B_1 and B_2) on which acting
- Computer-based simulation and what-if analyses
- Definition of interventions for effective enabling leadership styles

Using system dynamics to exercise CLT



Agenda

- Google Project Oxygen
- Leadership vs. Management
- Leadership theories
- Leadership in modern organisations
- Bibliography and further material

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Further Material

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 POLITECNICO DI MILANO

 Leadership and Innovation



Module on Leadership
Motivation

Mariano Corso

What is motivation

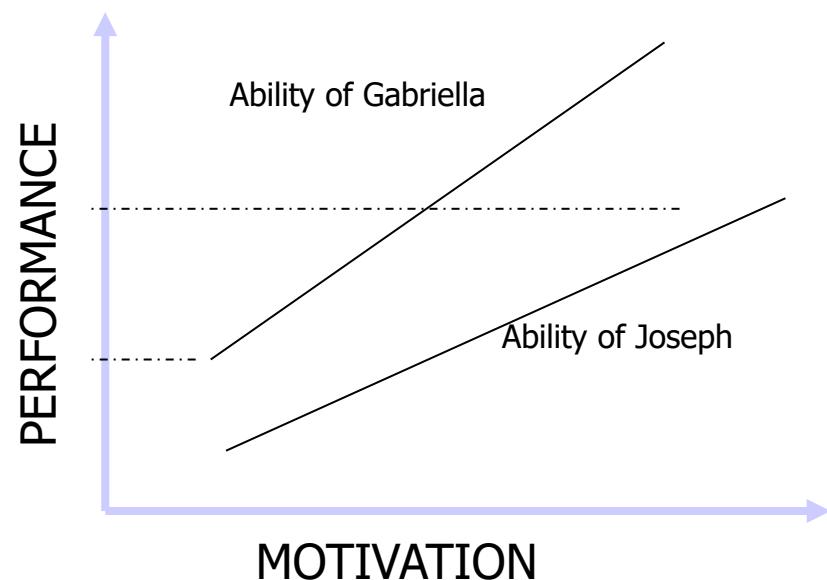
The word «**Motivation**» derives from the Latin word **movere** which means to **move** or to **energize** or to **activate**.



What is motivation

Understanding **Motivation** is important in organising and leading because, together with the abilities allows to reach different levels of **performance**

$$\text{Performance} = F(\text{Motivation} \times \text{Ability})$$



Join by Web PollEv.com/mcorso



What motivates people ?

Nobody has responded yet.

Hang tight! Responses are coming in.

What is motivation

Motivation is **the set of reasons that drive us to act, that are in relation to different goals and interests and that are driven by psychological, cognitive and emotional processes**

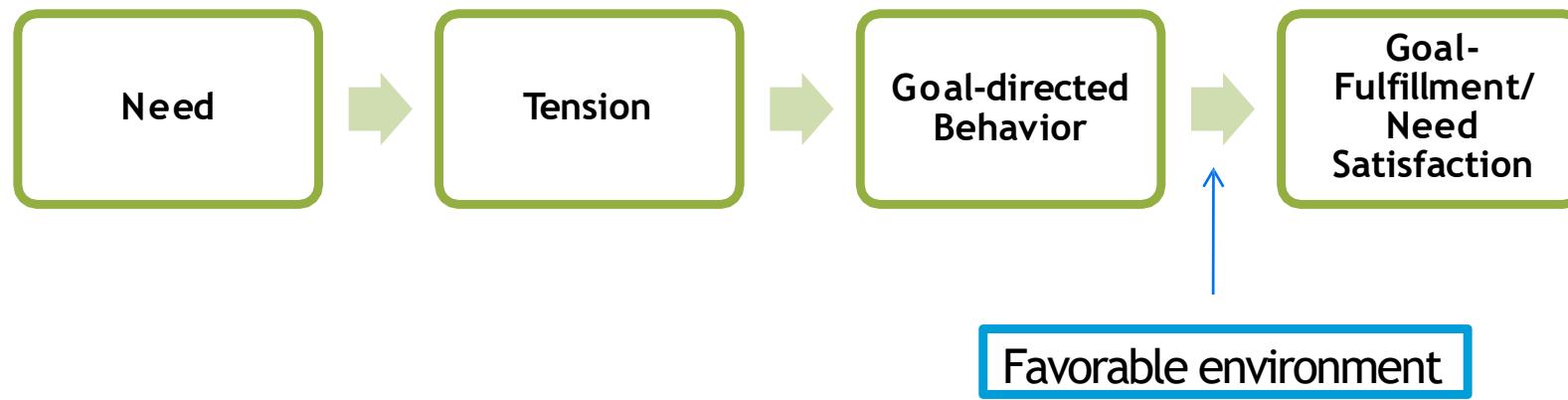
Theories analyse:



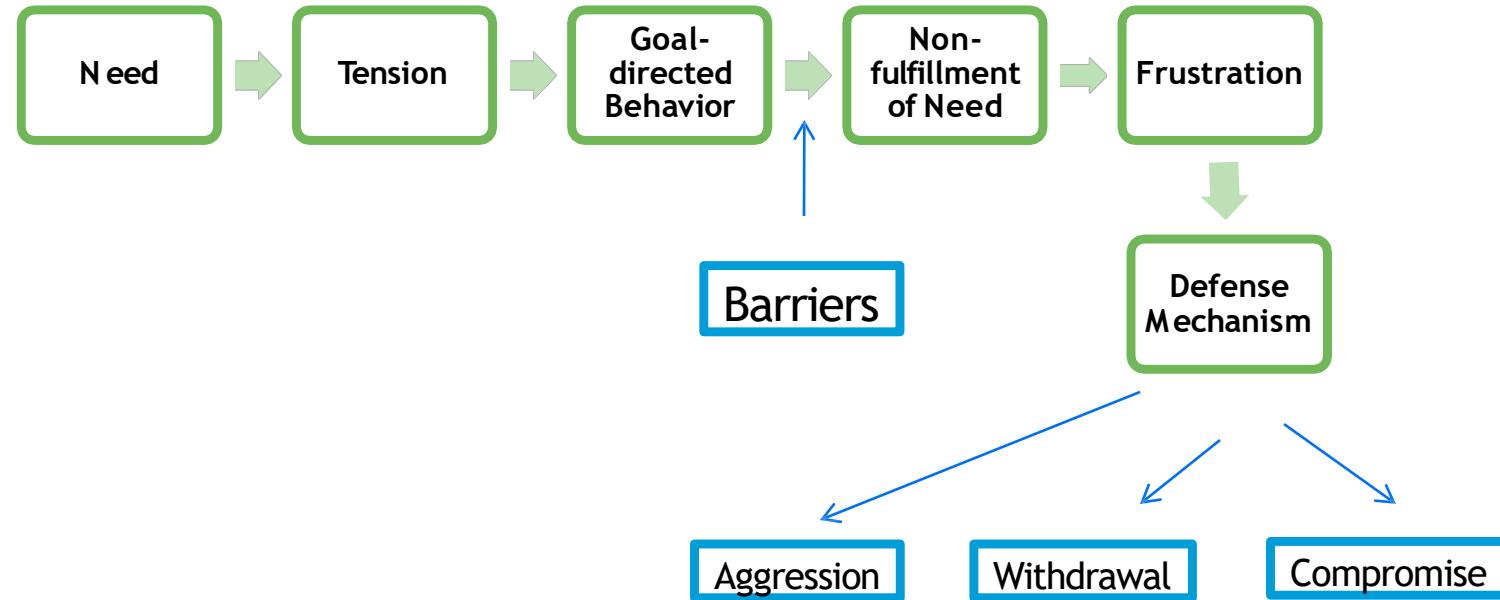
Motivation is also the process, which leads the individual to act:

- ▶ begins with a state of unbalance or «Tension» determined by the awareness of a need to be satisfied accompanied by a sense of expectation
- ▶ the activation of behaviours aimed at finding the means to satisfy the need
- ▶ once the degree of satisfaction is reached, a possible reassessment and change of the state of "unbalance" follows

Motivation and Behaviors



Motivation and Behaviors

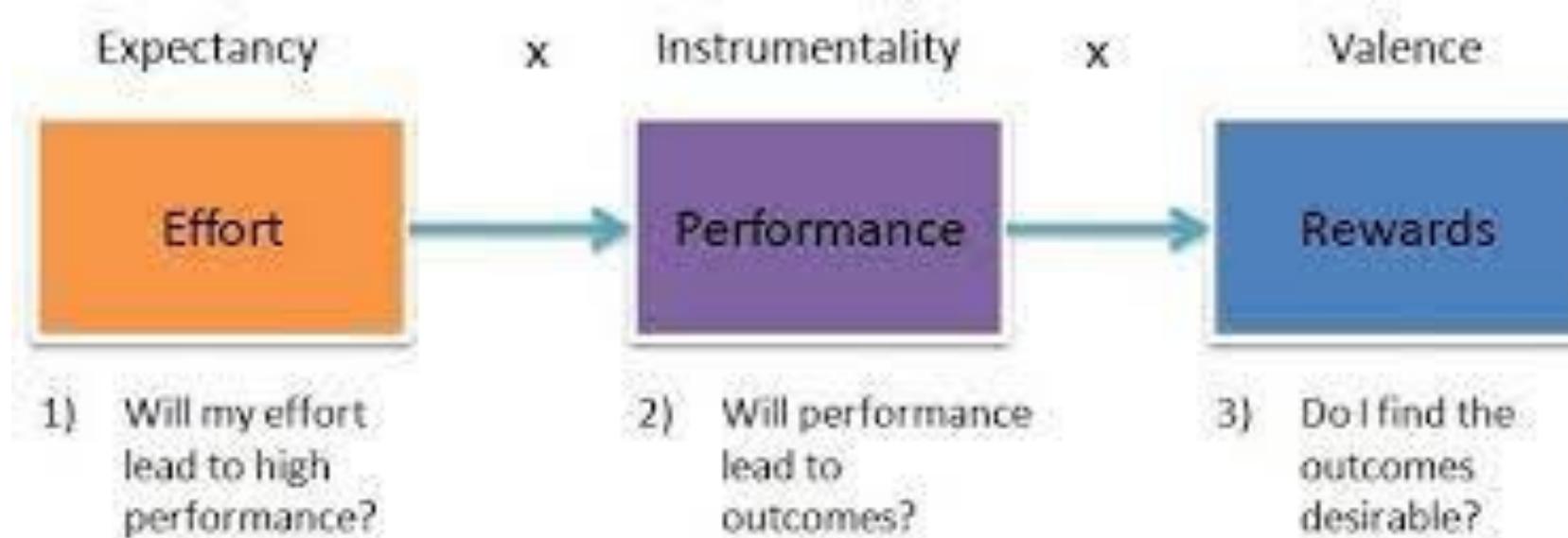


Vroom's Expectancy Theory of Motivation (VIE)

Victor Vroom (1964)



$$\text{Motivation} = \text{Expectancy} \times \text{Instrumentality} \times \text{Valence}$$



Extrinsic and Intrinsic motivation

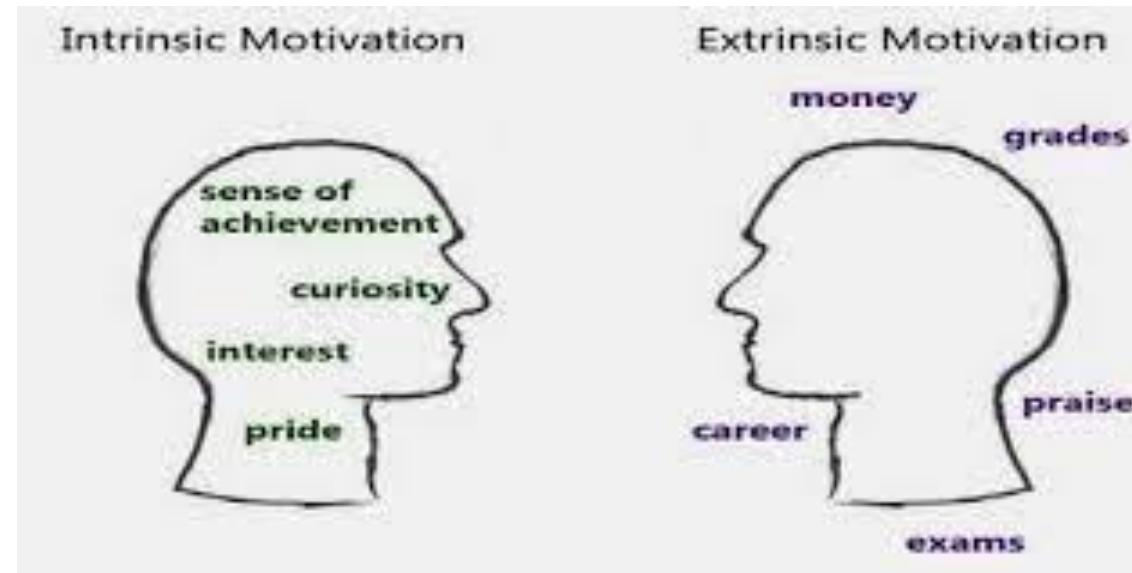
Motivation is “the **driving force** within individuals by which they attempt to **achieve some goal** in order to fulfill some needs or expectation. **But ...**

motivations may be of different nature:

Intrinsic
Motivation

Vs

Extrinsic
Motivation



EXTRINSIC Motivation

- Extrinsic motivation occurs when we are motivated to perform a behavior or engage in an activity to earn a reward or avoid punishment.
- Examples:
 - Studying because you want to get a good grade
 - Cleaning your room to avoid being reprimanded by your parents
 - Participating in a sport to win awards
 - Competing in a contest to win a scholarship
- In each of these examples, **the behavior is motivated by a desire to gain a reward or avoid an adverse outcome**. People are engaging in a behavior not because they enjoy it or because they find it satisfying, but in order to get something in return or avoid something unpleasant.

INTRINSIC Motivation

- Intrinsic motivation involves engaging in a behavior because it is personally rewarding; essentially, performing an activity for its own sake rather than the desire for some external reward.
- Examples:
 - Studying because you want to learn and you like the subject
 - Participating in a sport because you find the activity enjoyable
 - Solving a word puzzle because you find the challenge fun and exciting
 - Playing a game because you find it exciting
- In each of these instances, the person's **behavior is motivated by an internal desire to participate in an activity for its own sake.**
- Essentially, the behavior itself is its own reward.

Join by Web PollEv.com/mcorso



What motivates people ?

Nobody has responded yet.

Hang tight! Responses are coming in.

Let's start with YOU: what motivates you more? (Aspiration INDEX)



https://polimi.eu.qualtrics.com/jfe/form/SV_7WINiLvrVoOtNI3

Read the results

Extrinsic Motivation

$$EM = (\text{Wealth} + \text{Fame} + \text{Image}) / 3$$

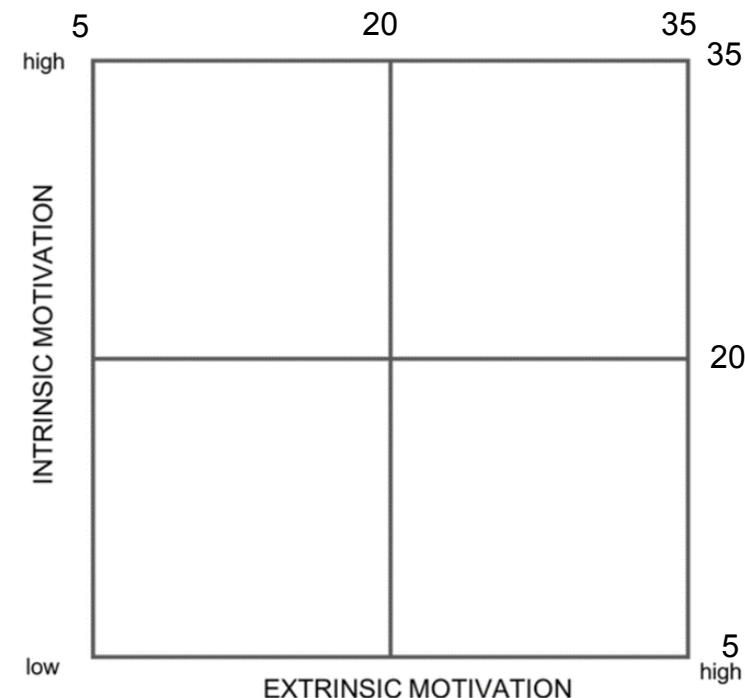
Intrinsic Motivation

$$IM = (\text{Personal growth} + \text{Relationships} + \text{Community}) / 3$$

Min=5

Mean=20

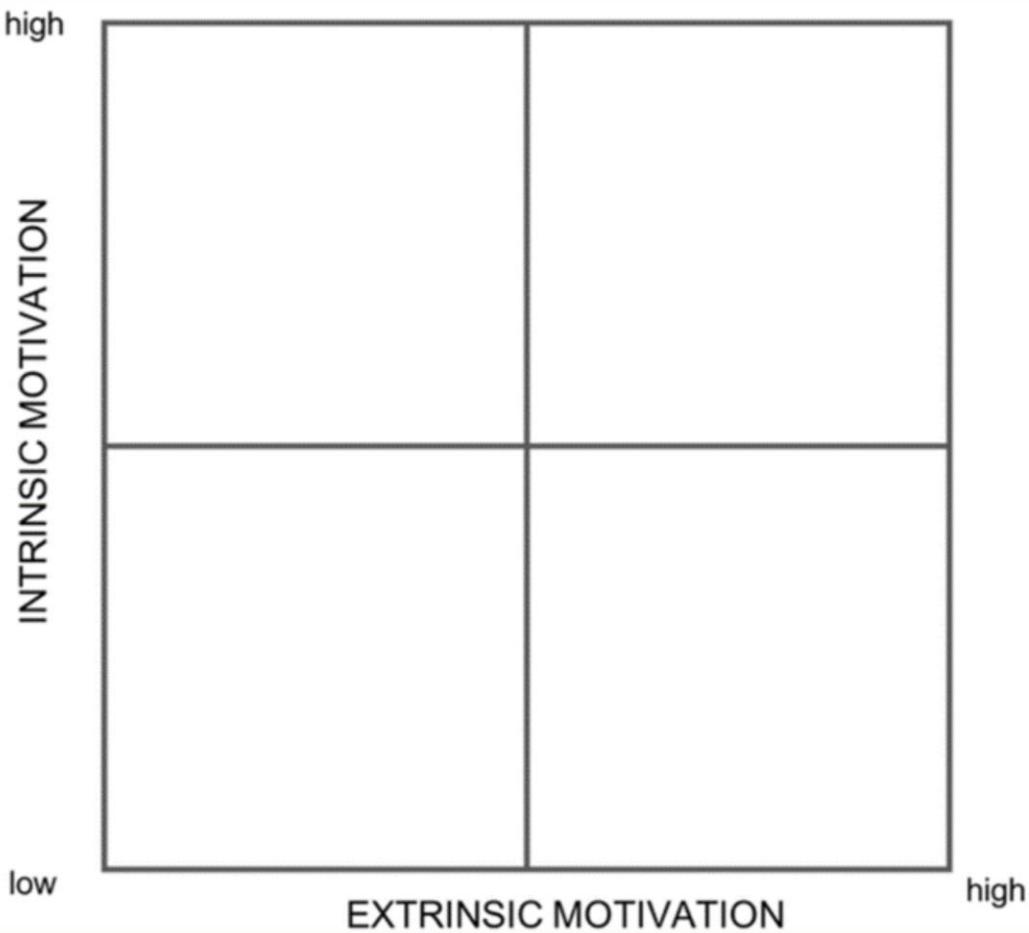
Max=35





Position yourself

0



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Would people be MORE motivated by a meaningful task or by more money when asked to perform a task?

Money

Meaningful Task

It depends



Maslow's Hierarchy of Needs Theory

- Hierarchy of Need theory was proposed by **Abraham Maslow** (Social Scientist)

Needs have **certain hierarchy/priority**



Abraham
Maslow
1908-1970

The father of humanistic
psychology and creator
of Maslow's Hierarchy
of Needs.

- According to Maslow human needs can be arranged in a hierarchy as:
 1. Physiological Needs
 2. Safety Needs
 3. Social Needs
 4. Esteem Needs
 5. Self Actualization Needs

Maslow's Hierarchy of Needs Theory



Maslow's Hierarchy of Needs Theory

Main **assumptions** of the Maslow Theory:

- Only as the basic needs are satisfied, individuals **seek to satisfy higher needs**
- If the basic needs are **not met** efforts to satisfy higher needs are **postponed**
- The behavior of individual is **determined by his strongest need**
- Satisfied needs will **no longer motivate**
- Motivating a person depends on **knowing** at what level that a person is on the hierarchy

Maslow's Hierarchy of Needs Theory

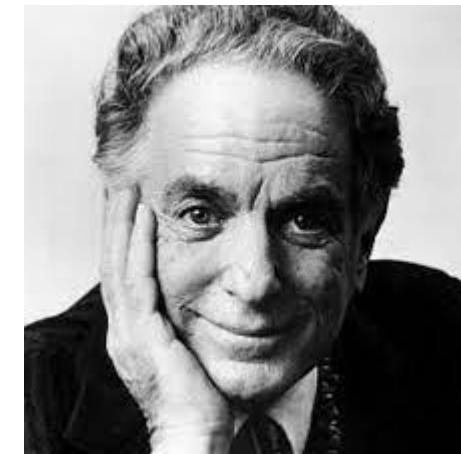
Some **objections/criticism** to the Maslow's Theory:

- the division is not so clear and perceptible
- needs change during working life
- needs are influenced by past experience that conditions expectations
- needs may depend on the different activities carried out
- there may be other content - values

Herzberg's Two Factor Theory/ Hygiene Theory of Motivation

Fredrick Herzberg (Psychologist) proposed a different theory of motivation also known as:

- **Two Factor Theory** of Motivation or
- **Hygiene Theory** of Motivation



People are simultaneously sensitive to lower and higher needs, but **interpreting them differently**

Opposite of satisfaction is not dissatisfaction, as was traditionally believed

Removing dissatisfying characteristics from a job does not necessarily make the job satisfying

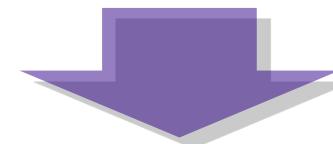
Herzberg's Two Factor Theory/ Hygiene Theory of Motivation

HYGIENE FACTORS VS MOTIVATING FACTORS

- Some aspects of working life when present have **low motivating effect (reduce the level of dissatisfaction)**
- While they have a **high frustrating effect** when they are negative or absent (**strong dissatisfaction**)
- Some aspects of working life when present have an effect of **high satisfaction** and motivation
- While when they are deficient, they create **less dissatisfaction** with the deficiencies of hygienic factors



**HYGIENE OR
MAINTENANCE
FACTORS**



**MOTIVATING
FACTORS**

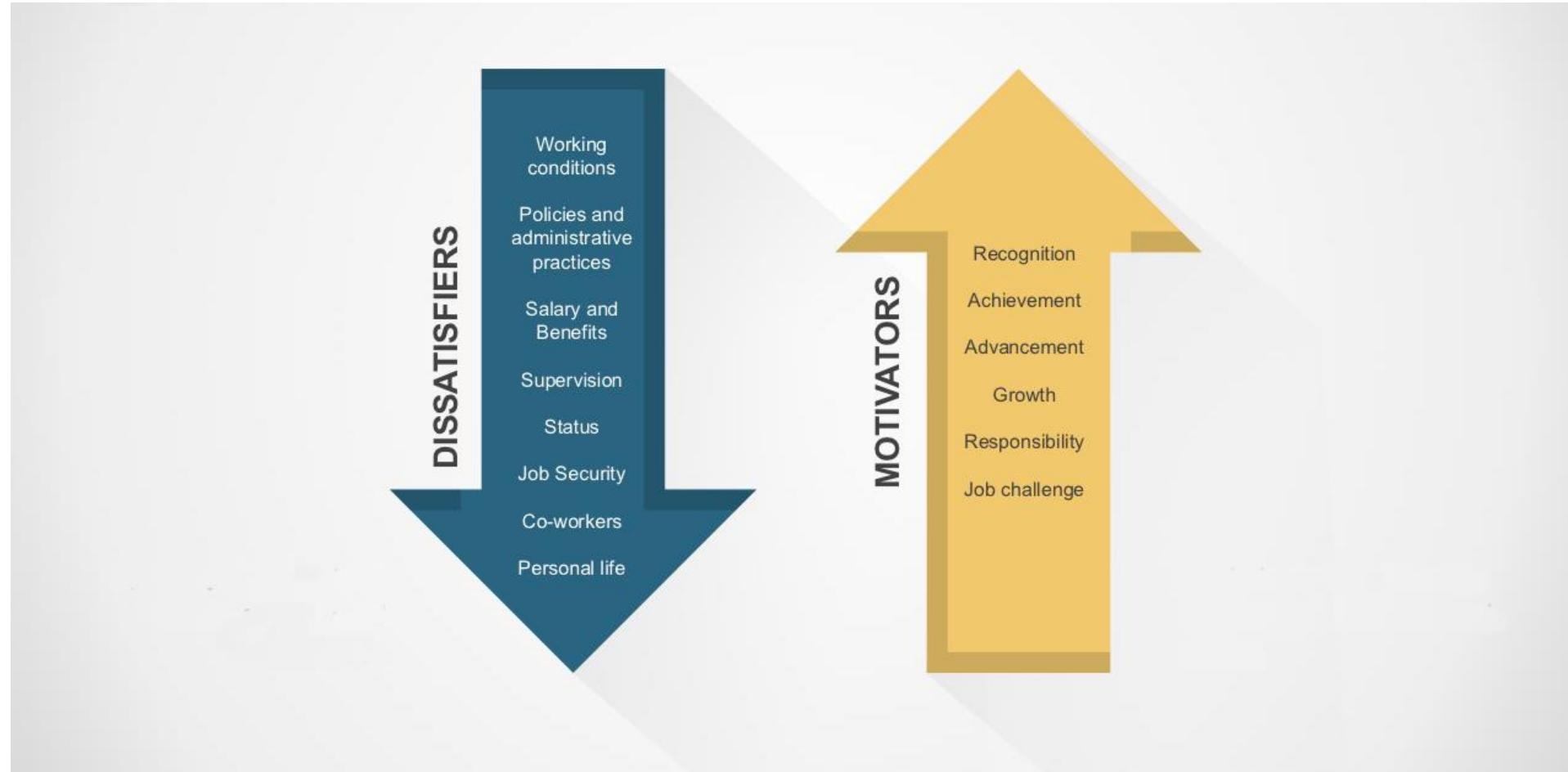
Herzberg's Two Factor Theory/ Hygiene Theory of Motivation



Herzberg's Two Factor Theory/ Hygiene Theory of Motivation

- **Hygiene factors** are necessary to maintain a reasonable level of not-dissatisfaction in employees.
 - **Any increase** beyond this level will **not provide any satisfaction** to the employees
 - However, **any cut** below this level **will dissatisfy them**
- Hygiene factors produce **no growth** in workers output, they only **prevent losses** in workers performance.
- When Hygiene factors are adequate, people will not be dissatisfied (**neither they will be satisfied**).
- These are **not the intrinsic part of job**, but they are related to the **environment** and **conditions** in which the job is performed

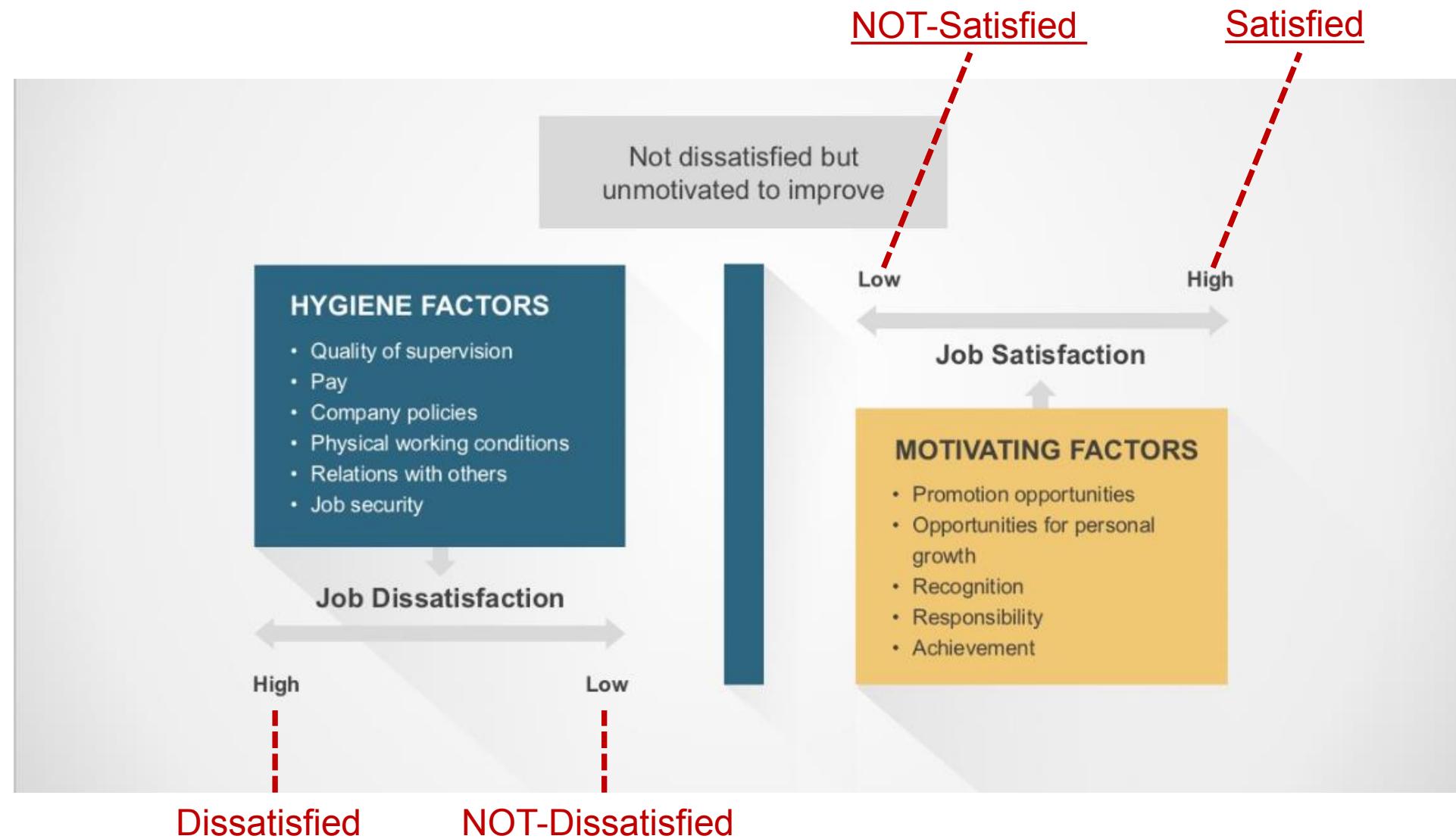
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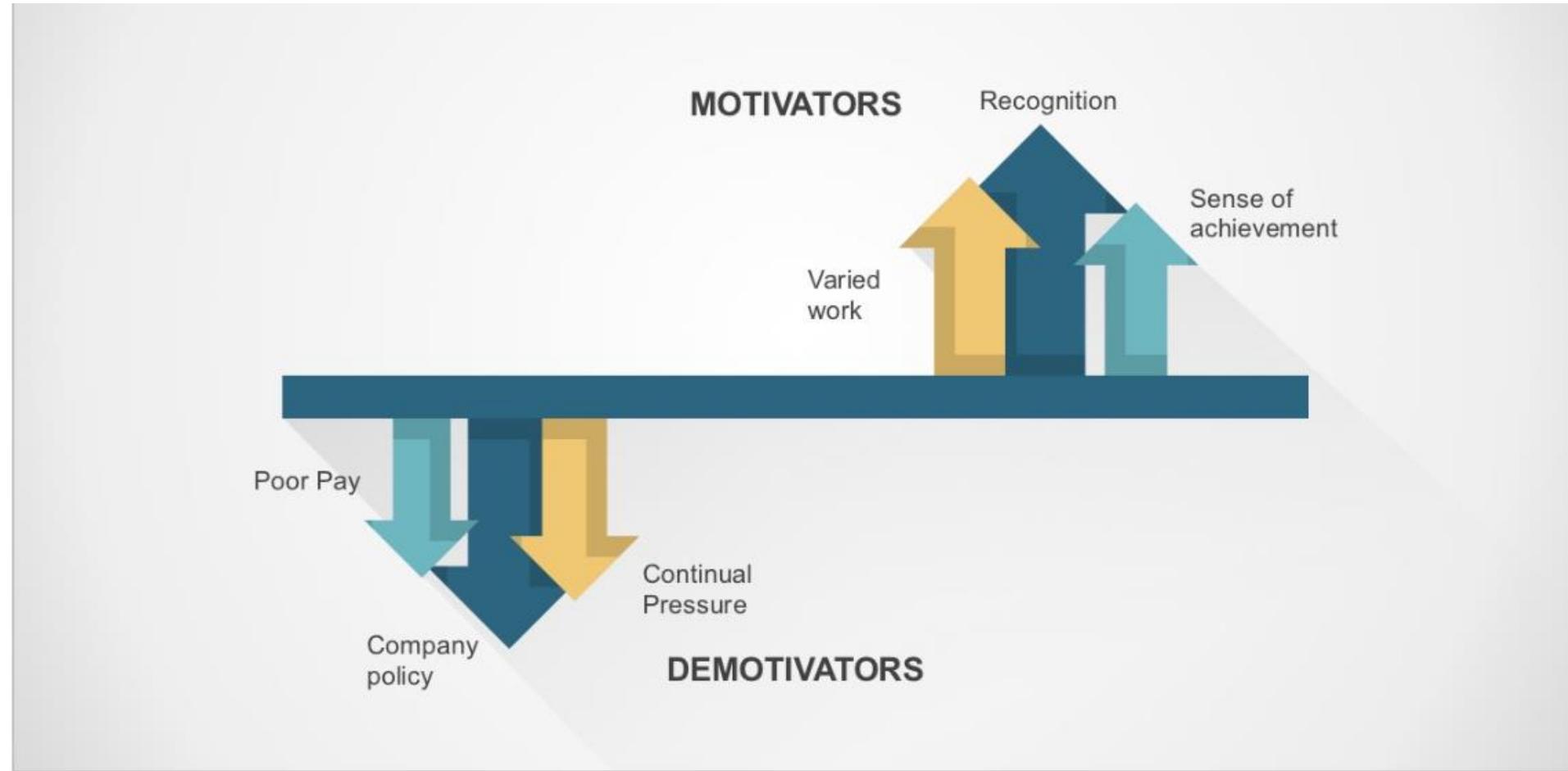
Herzberg's Two Factor Theory/ Hygiene Theory of Motivation

- **Motivational Factors** factors are responsible to increase the satisfaction levels of employees
 - An **increase** in these factors will **satisfy** the employees; however, any decrease in will not affect their level of satisfaction
 - These **increased level of satisfaction** in the employees, can be used in motivating them for **higher output**

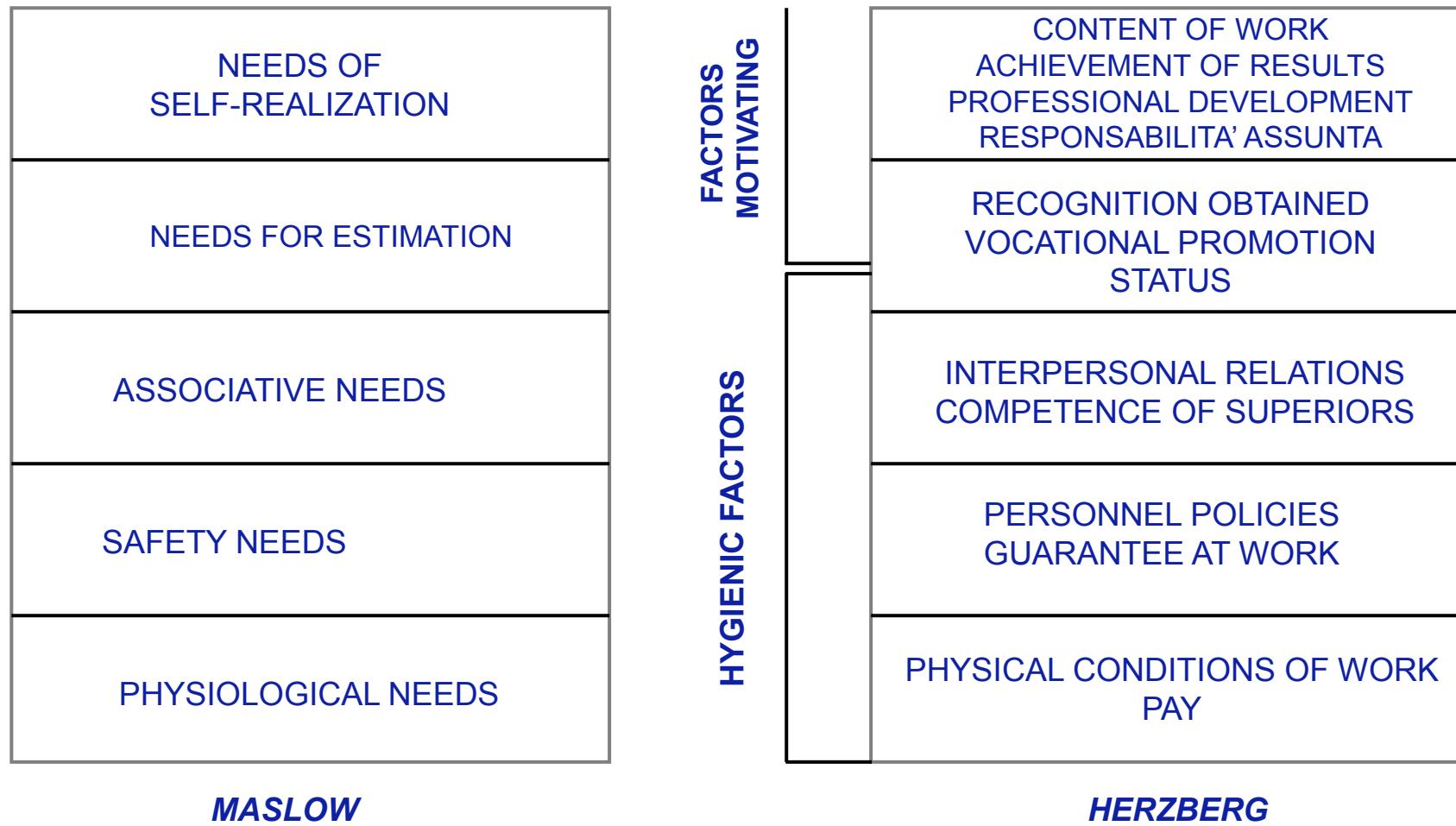
Herzberg's Two Factor Theory/ Hygiene Theory of Motivation



Herzberg's Two Factor Theory/ Hygiene Theory of Motivation



Dual factors (Herzberg) and Scale of needs (Maslow)



Dual factors (Herzberg) and redesign of work organisation

- According to Herzberg, management should strive to reorganize work so that motivating factors work better.
- In particular, it suggests three modalities :
 1. Job enlargement
 2. Job rotation
 3. Job enrichment



Adam's Equity Theory of Motivation



For the kingdom of heaven is like a landowner who went out early in the morning to hire workers for his vineyard. He agreed to pay them a denarius for the day and sent them into his vineyard.

About nine in the morning he went out and saw others standing in the marketplace doing nothing. He told them, ‘You also go and work in my vineyard, and I will pay you whatever is right.’ So they went.

He went out again about noon and about three in the afternoon and did the same thing. About five in the afternoon he went out and found still others standing around. He asked them, ‘Why have you been standing here all day long doing nothing?’ Because no one has hired us,’ they answered. He said to them, ‘You also go and work in my vineyard.’

When evening came, the owner of the vineyard said to his foreman, ‘Call the workers and pay them their wages, beginning with the last ones hired and going on to the first.’

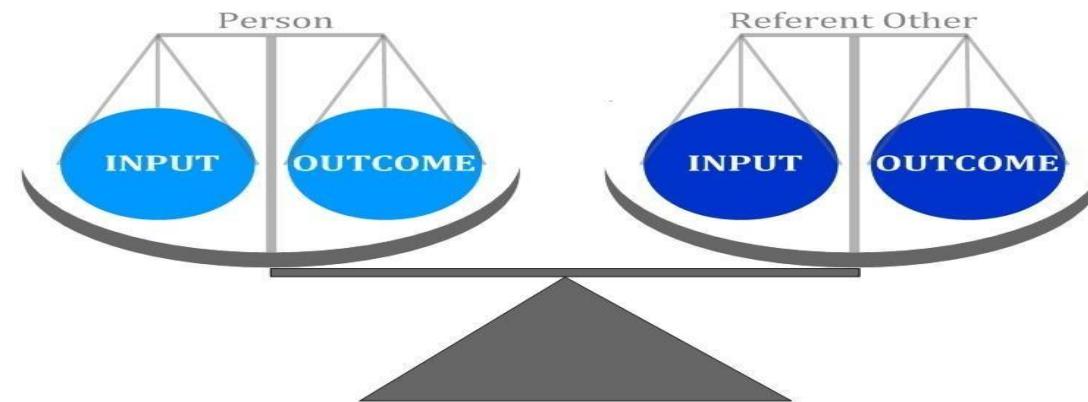
The workers who were hired about five in the afternoon came and each received a denarius. So when those came who were hired first, they expected to receive more. But each one of them also received a denarius. When they received it, they began to grumble against the landowner. ‘These who were hired last worked only one hour,’ they said, ‘and you have made them equal to us who have borne the burden of the work and the heat of the day.’

But he answered one of them, ‘I am not being unfair to you, friend. Didn’t you agree to work for a denarius? Take your pay and go. I want to give the one who was hired last the same as I gave you. Don’t I have the right to do what I want with my own money? Or are you envious because I am generous?’

Adam's Equity Theory of Motivation

People are motivated to maintain fair relationship between their performance and reward in comparison to others

- **Equity theory** works on two **assumptions**
 - Individuals make contribution (inputs) for which they expect certain rewards (outcomes)
 - Individuals decide whether or not a particular exchange is satisfactory, by comparing their inputs and outcomes with those of others. And try to rectify any inequality



Adam's Equity Theory of Motivation

Inputs

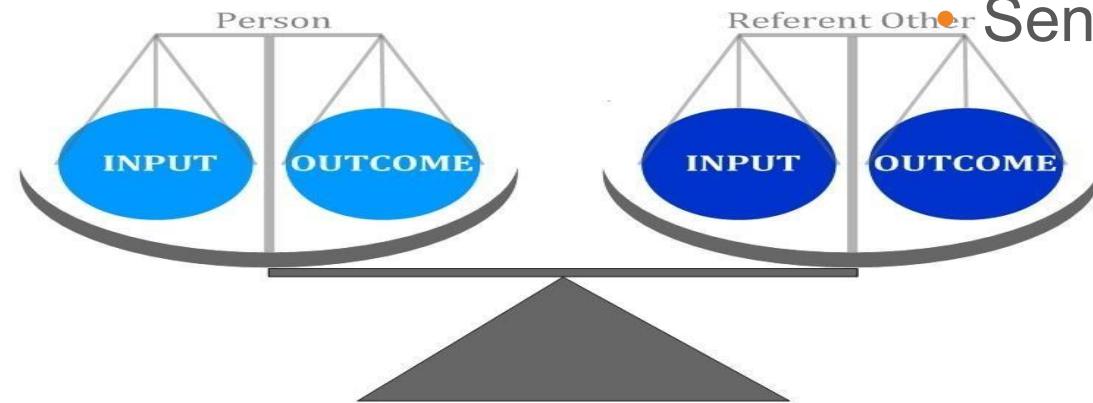
Individual's contribution to an Organization

- Time
- Effort
- Loyalty
- Hardwork
- Commitment
- Abilities

Outcomes

Organization's return to an Individual

- Job Security
- Salary
- Employee benefits
- Recognition
- Reputation
- Sense of achievement



Adam's Equity Theory of Motivation

Exchange relationship may be of three types:

Underpaid inequity: The person perceives that his outcomes are less as compared to his inputs in relation to others.

- In this case person experience **dissonance**.

$$\frac{\text{Outcomes A}}{\text{Inputs A}} < \frac{\text{Outcomes B}}{\text{Inputs B}}$$

Overpaid Inequity: The person perceives that his outcomes are more as compared to his inputs in relation to others.

- In this case person experience **guilt feeling**.

$$\frac{\text{Outcomes A}}{\text{Inputs A}} > \frac{\text{Outcomes B}}{\text{Inputs B}}$$

Equity: The person perceives that his outcomes in relation to his inputs are equal to those of others.

- In this case person experience **satisfaction**

$$\frac{\text{Outcomes A}}{\text{Inputs A}} = \frac{\text{Outcomes B}}{\text{Inputs B}}$$

Consequences of Inequity

Based on equity theory, when employees **perceive an inequity**, they can be predicted to make one of **six choices**:

1. They change their inputs
2. They change their outcomes
3. They distort perceptions of self
4. They distort perceptions of others
5. They choose a different referent
6. They leave the field

WHAT CAN WE DO IN OUR COURSE?



Join by Web PollEv.com/mcorso



In the L&I course are we targeting more INTRINSIC or EXTRINSIC motivation of students?

Mainly INTRINSIC Mainly EXTRINSIC



Join by Web PollEv.com/mcorso



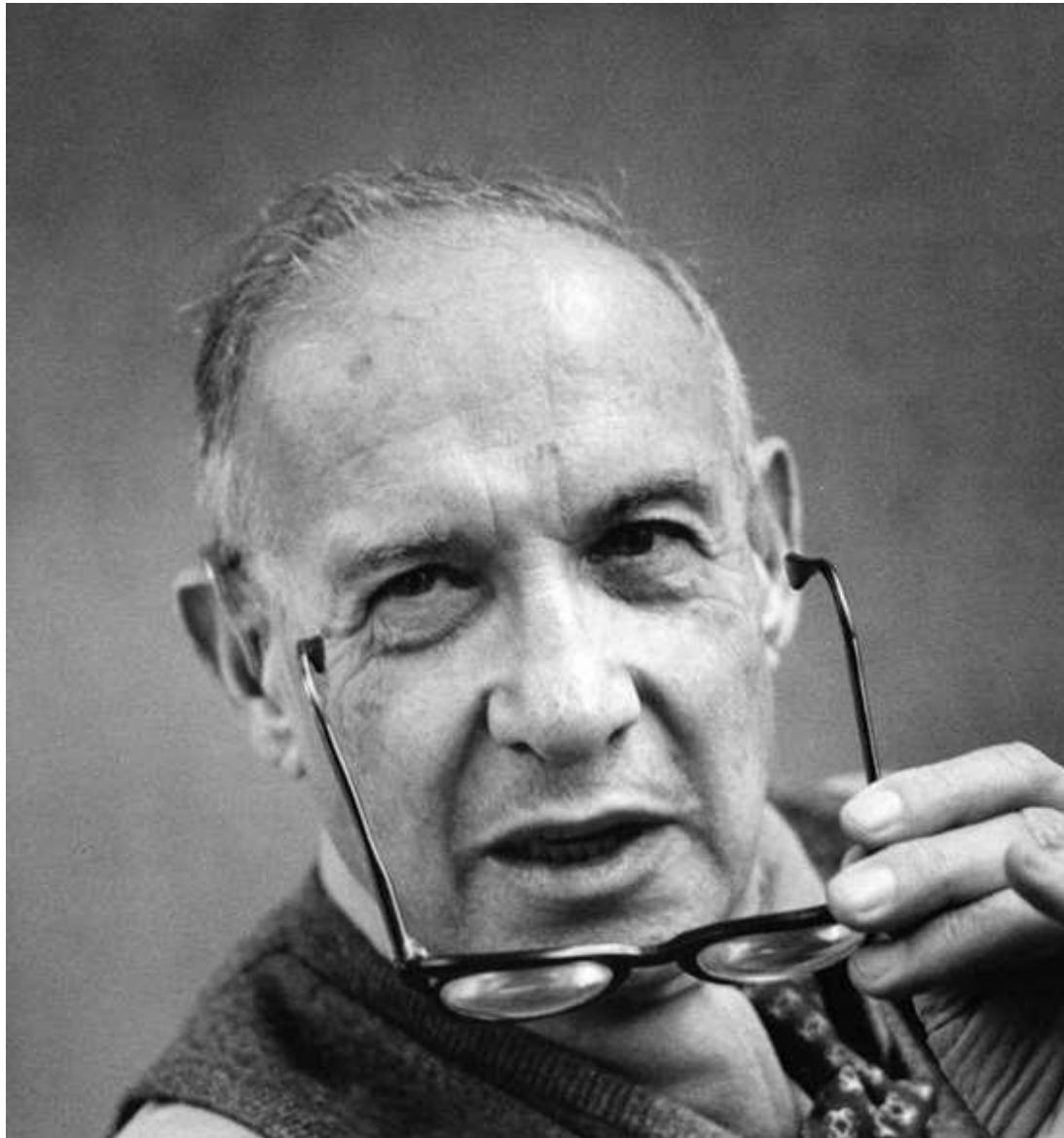
In the L&I course, how can we avoid feeling of inequity by students?

Nobody has responded yet.

Hang tight! Responses are coming in.

WHAT CAN WE DO IN COMPANIES?

Peter Drucker MBO



Popular Technique of Appraisal of managerial performance.

Introduced by Peter Drucker's book, "THE PRACTICE OF MANAGEMENT", Published in 1954.

Usually been design and used within the business & Industries.

It is the most widely accepted philosophy of management today. It is a demanding and rewarding style of management.

A process whereby superiors & subordinates jointly identify the common objectives to make best of organizational resources.

DEFINITION OF MBO



Management Model based on Objectives that are agreed on between Management and Employees

The aim is to reach overall **Strategic Goals for the Organization** but also **Individual Goals for the Employees**

This Model integrates Employees in the planning process what leads to **Participation, Motivation and Commitment**



Specific
Measurable
Achievable
Relevant
Time-based

THE MBO'S PROCESS



ADVANTAGES OF MBO

- 
- Improves employee motivation
Improves communication in the organization
Flags up and highlights training needs required to achieve objectives
Improves overall performance and efficiency

DISADVANTAGES OF MBO

- 
- A dramatic scene from a movie where a man in a suit and sunglasses is being arrested by two FBI agents. One agent is pinning him down, while the other holds his hands behind his back. The man looks surprised or distressed. The background is a bright, possibly outdoor, setting.
- Requires the cooperation of all employees to succeed
 - Can be bureaucratic and time consuming
 - Can encourage short-term rather than long-term growth

Now we know that intrinsic motivation can be more effective than extrinsic one....

Even if it is not the most effective way, can we still think that giving more money to people to perform a job will increase their motivation and performance?



Even if it is not the most effective motivator...do you think that money is a motivator at least?

- Not sure on anything at this stage!
- Sure!



Self-Determination Theory (SDT)

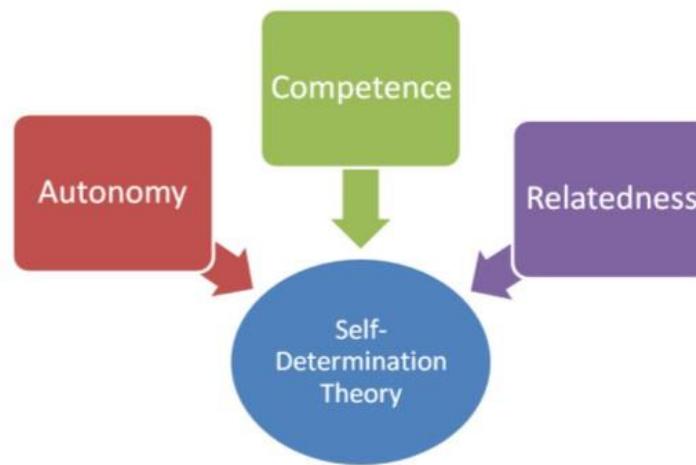
SDT believes that human nature shows

- Inherent Growth Tendencies
- Innate Psychological Needs
- **Inherent Growth Tendencies** are persistent positive features, that it repeatedly shows effort, agency and commitment in their lives that the theory calls “Inherent Growth Tendencies”
- People have **Innate Psychological Needs** that are the basis for self-motivation and personality integration

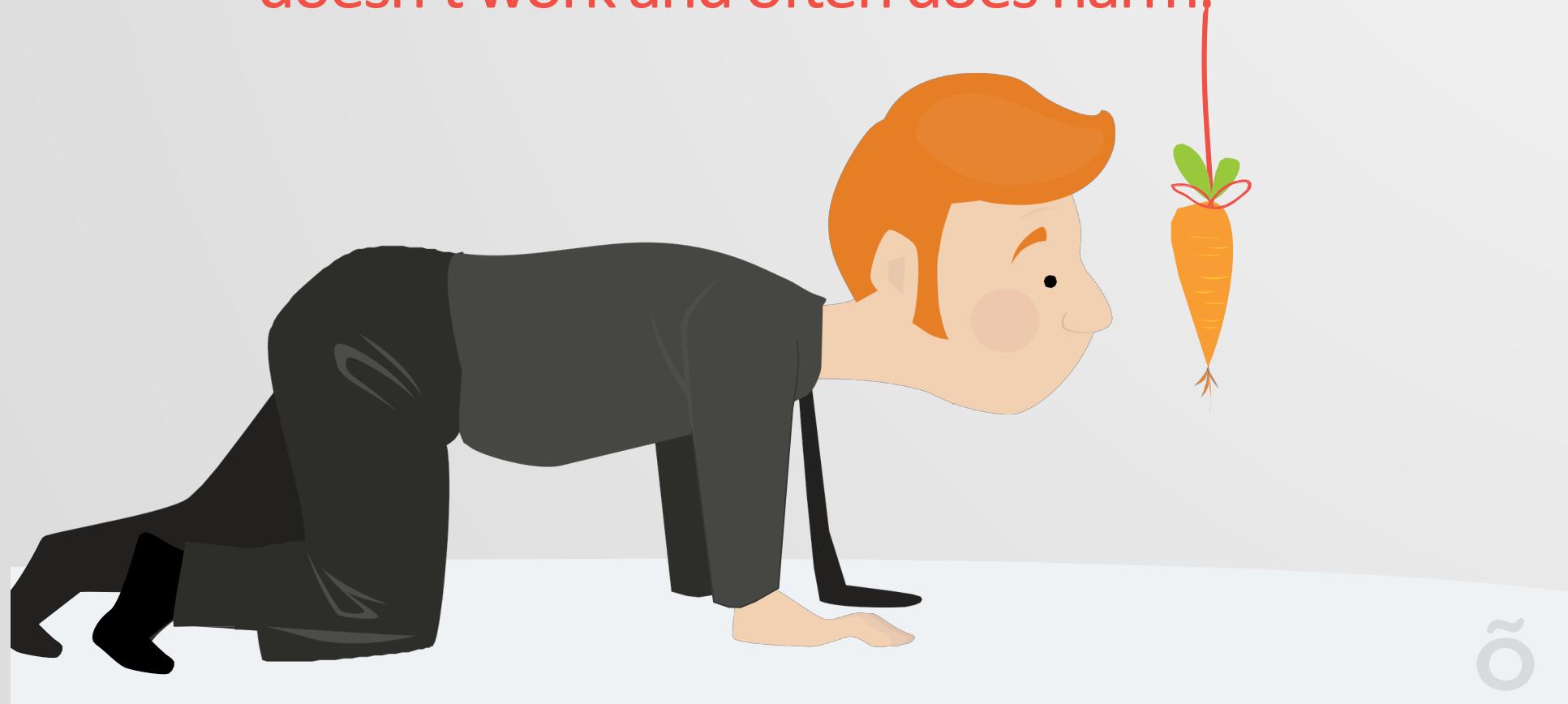
Self-Determination Theory (SDT)

SDT identifies three innate needs that, if satisfied, allow optimal function and growth:

- **Autonomy**: It is the universal urge to be causal agents of one's own life and act in harmony with one's integrated self.
- **Competence**: It is a need to control the outcome and experience mastery.
- **Relatedness**: it is the universal want to interact, be connected to, and experience caring for others.



Our current business operating system
(which is built around external,
carrot-and-stick motivators)
doesn't work and often does harm.



Recap: what can we learn from motivation theories?

Vroom's Expectancy Theory

- People behave according to motivation (Extrinsic and Intrinsic)

Maslow's Hierarchy of Needs Theory

- Only as the basic needs are satisfied, individuals seek to satisfy higher needs

Herzberg's Hygiene Theory of Motivation:

- The opposite of satisfaction is not dissatisfaction

Adam's Equity theory:

- People are motivated if they perceive a fair relationship between their performance and reward in comparison to others

Self-Determination Theory

- Monetary incentives can be detrimental
- Self determination gives meaning to people

Join by Web PollEv.com/mcorso



Once again: what motivates people?

Nobody has responded yet.

Hang tight! Responses are coming in.

References and links

- Adams, J. S. (1963). Wage inequities, productivity, and work quality. *Industrial Relations*, 3, 9-10.
- Ariely Dan (2016), *Payoff: The Hidden Logic That Shapes Our Motivations*, Ted books.
- Ariely Dan (2012), What makes us feel good about our work? Ted Talk,
<https://bit.ly/3w4wrnr>
- Herzberg Frederick (2003), *One More Time: How Do You Motivate Employees?* HBR, January 2003.
- Maslow, A. H. (1943). "A theory of human motivation". *Psychological Review*.
- Ryan, R. M.; Deci, E. L. (2000). "Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being". *American Psychologist*. 55.
- Pink Daniel H. (2009), *The puzzle of motivation*, Ted Talk <https://bit.ly/3M1pg4E>



 POLITECNICO DI MILANO

 Leadership and Innovation



Module on Leadership

Leading Change and Digital Transformation

Mariano Corso

It is not the strongest of the species that survives, nor the most intelligent, but rather the one most responsible to change

Charles Darwin



Learning objectives

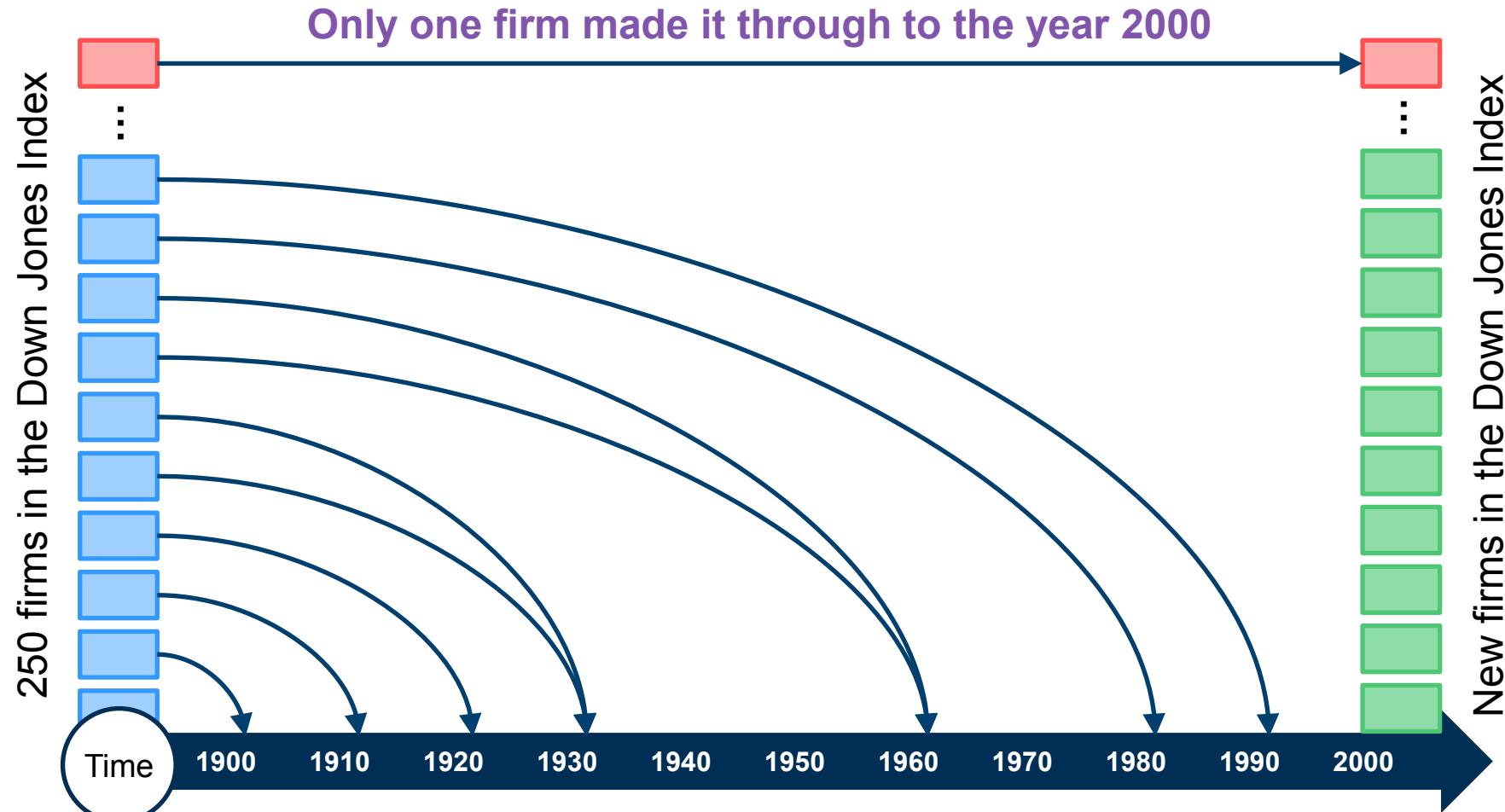
- Discuss the external and internal forces that create the need for organisational change
- Analyse how organisations and individuals face change
- Discuss the characteristics of an effective leader in different change situations
- Explore the psychological dimensions that are necessary to leverage in order to ignite an innovative change
- Describe Lewin's and Kotter's models for leading change and innovation at an organisational level
- Discuss the peculiarities and challenges of change management in digital transformation

Agenda

- Change as a daily challenge and the need for a new leadership
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From our course introduction:

Innovation and change as imperatives are nothing new...

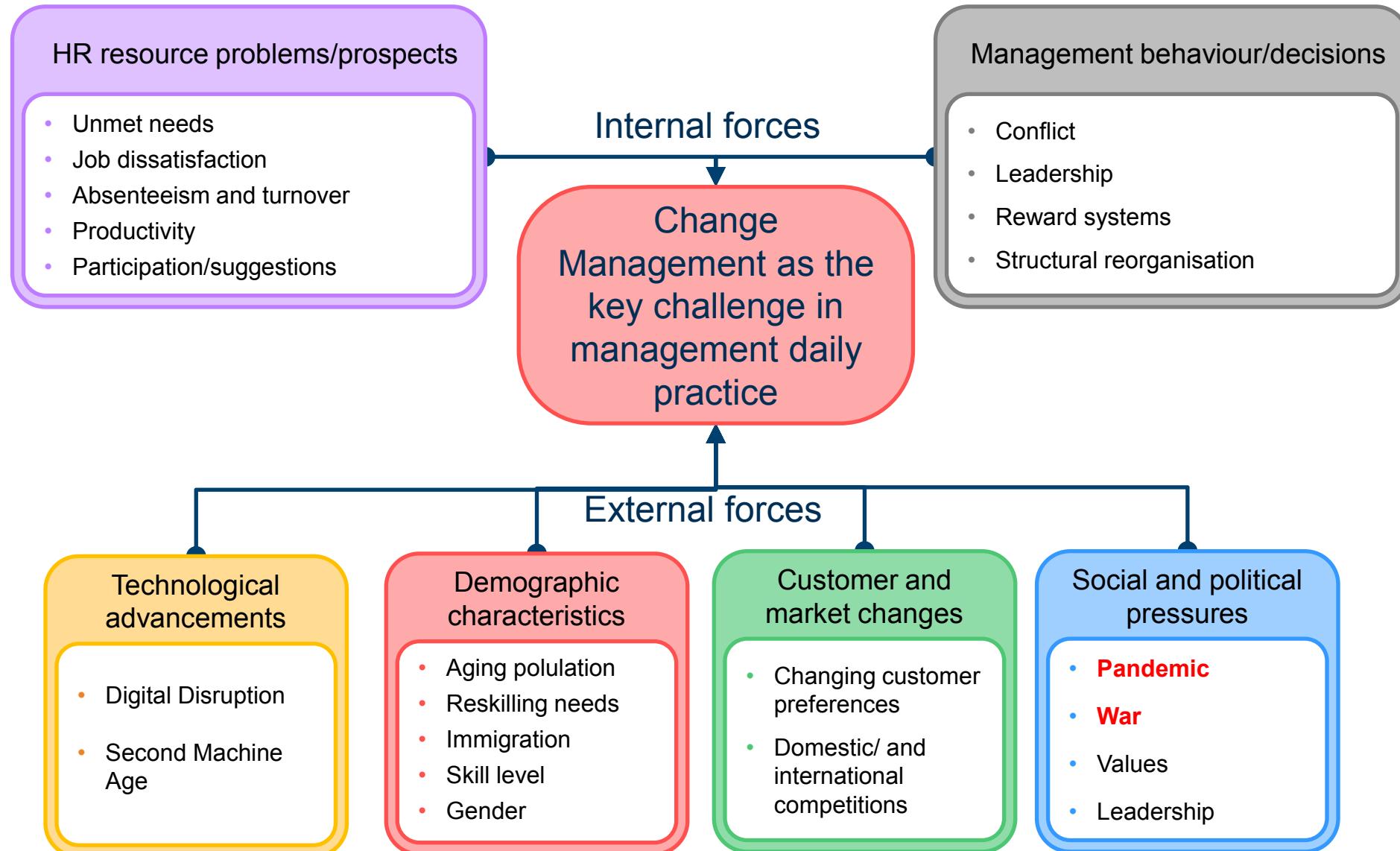


From our course introduction: ...but today are part of management daily challenge

Then ... what is new today?

- **Pace:** time available before the full impact of innovation is shorter and shorter
- **Pervasiveness:** innovation is not something episodic or sporadic but rather everyday and everybody business
- **Openness:** sources of innovation are more and more outside the company boundaries with actors that in many cases are non-contractible by the company (Carliss Baldwin)

Internal and external challenges

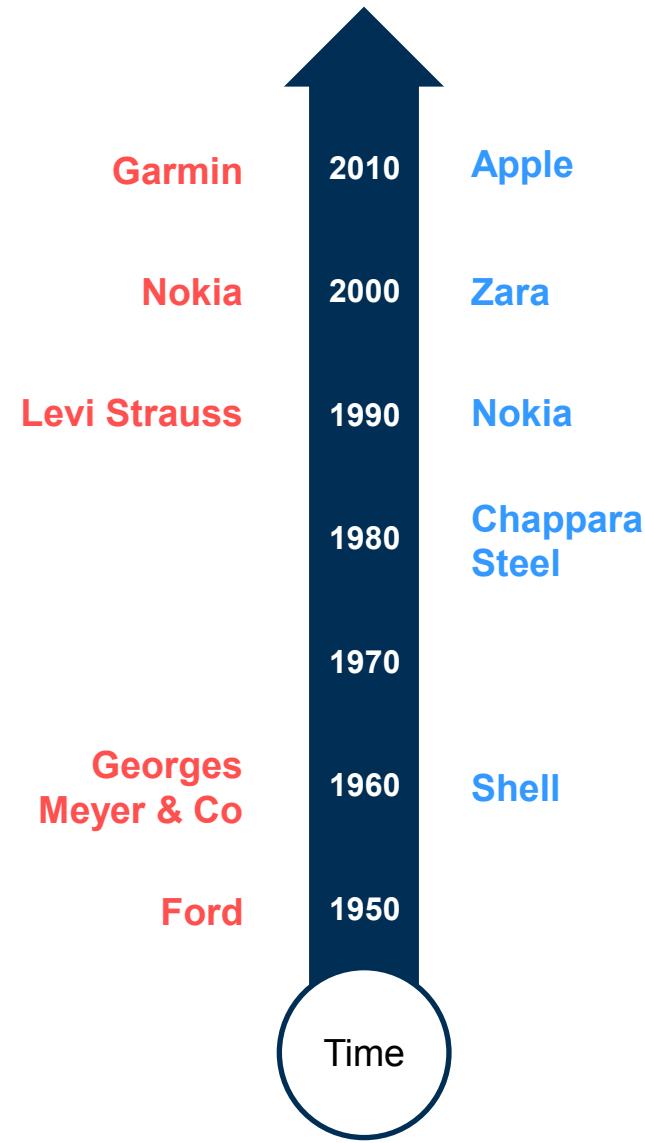


[Kreitner and Kinicki, 2013]

Organisations Deal with Change Very Differently



Dinosaur
organisations



Chameleon
organisations

Survivor characteristics

Nokia

- began as a **forestry business** in the 19th century
- ‘acquired’ a product range running from pulp and paper right through to **Wellington boots**
- late 20th century: focus on **electronics** letting the other competencies go
- by the year 2000 it was entirely a **mobile telecommunications** business

Active management of core competence:

survivors know when they have to build (e.g. strategic investments in R&D) or acquire the knowledge they need to add, but also when they have to let it go (unlearning)

The Key Issue



Perceiving,
understanding,
anticipating
and promptly
managing
change



**Management
is the problem**

[Senge et al., 2014]

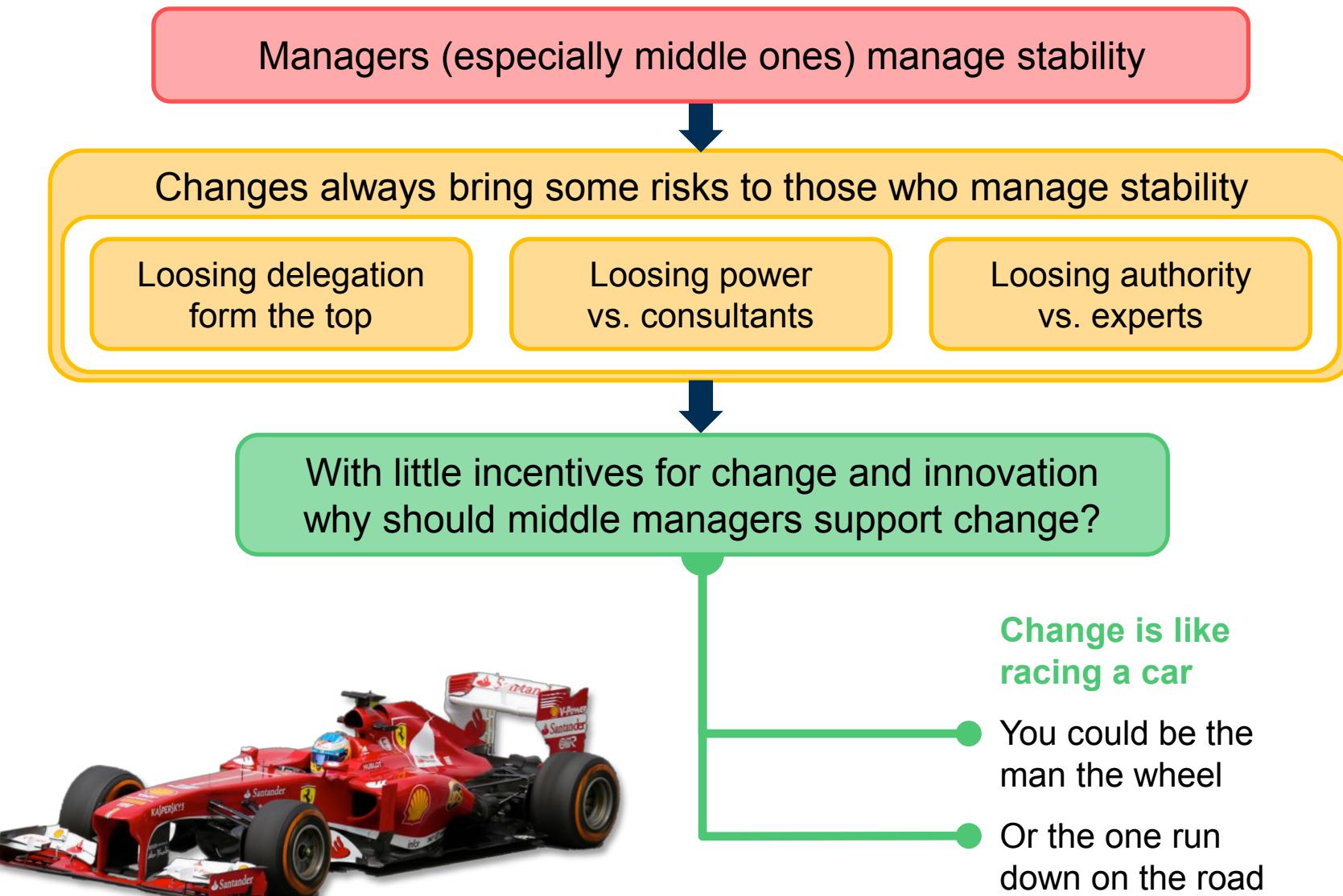
A possible answer for companies and individuals

Increasing managers **awareness** and strategic vision
about change

Improve their ability in **involving** human resources and
drive the change process

CHANGE MANAGEMENT AS A KEY ISSUES IN MANAGEMENT

Individuals Facing Change: Managers



What is Change Management?

Change Management

Integrated management of change processes through and integrated development of **people, culture, processes and management systems and technologies**, with the final aim of

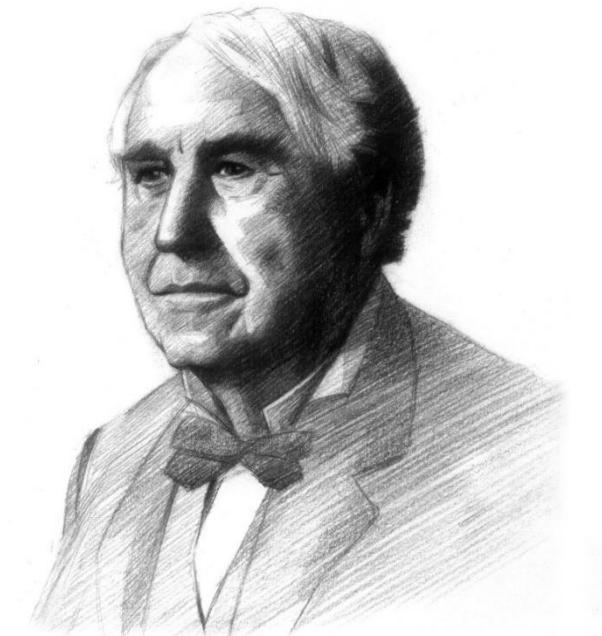
“making things happen”

Because innovation is:

1% Inspiration ...

...99% Perspiration

Thomas Edison



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Change Management Theories: Business Process Reengineering

The origins Hammer and Champy (1990, 1993)

- Hammer, M., 1990, "Reengineering Work: Don't Automate! Obliterate.", Harvard Business Review, July-August, pp. 104-112.
- Hammer, M., e Champy, J., 1993, Reengineering the Corporation, Nicholas Brealey Publishing, London.

BUSINESS PROCESS REENGINEERING

RADICAL REDESIGN OF BUSINESS PROCESSES AIMED AT DRAMATIC IMPROVEMENTS IN PERFORMANCES

Change Management Theories: Continuous Improvement

Company-wide process of continuous and incremental change, focused and oriented by management, but based on efforts, ideas and motivation of people at the operational level

The origin:

- US: Deming W.E., 1986, “*Out of the Crisis*”, MIT Press, Cambridge, MA.
- JAP: Imai, M., 1986, *kaizen, the key to japanese success*, Random House, NY.
- EU: Bessant, S., Caffyn, S., and Gilbert, Y., 1994, “Rediscovering continuous improvement”, *Technovation*, Vol.14, N°.1, 17-29.

II Continuous Improvement and the role of the workforce



Continuous Improvement: the Japanese view

Kaizen is:

Process-oriented: results can only be improved if processes are improved

People-oriented: based on the belief that people's natural desire for quality and value, and that it will pay for itself in the long run.

Standard-oriented: standards are required in order for improvement to occur.

(Imai, 1986)

Continuous Improvement: the European view

“...the planned, organized and systematic process of ongoing, incremental and company-wide change of existing practices aimed at improving company performance.”

(Boer, Gertsen et al, 2000)

Key words: process-oriented;
individual/team/management involvement,
learning, customer & quality orientation, goals,
measurement

Building a Continuous Innovation culture

Strategic framework

- Policy deployment
- Critical success factors

Management of the innovation process

- Defining objectives, goals, milestones

Fostering high involvement in experimentation and learning

- Mistakes as part of experimentations
- Risk taking as a value

Building a facilitating organisational structure

- Lean and flat organisation
- Empowerment
- Rewarding systems

Innovation management tools and techniques

- Problem setting
- Problem solving
- Project management

A contingent model: analysing change urgency

CHANGE URGENCY

1= Completely disagree ←-----→ 5= Completely Agree

1. The current situation put success and survival at risk

2. Time available for change is short

3. The customer ask the organisation to change

4. Competitors are already changing in this direction

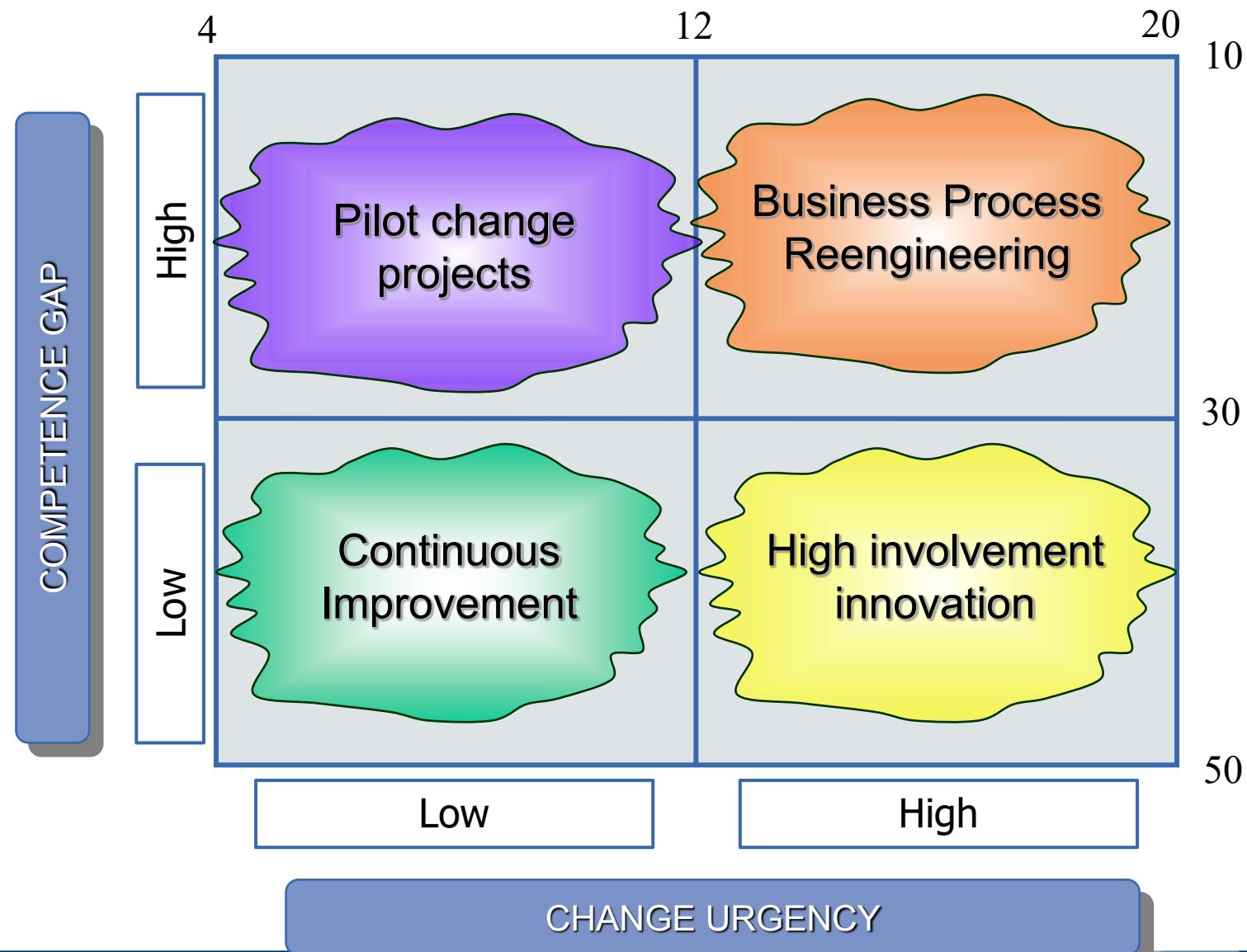
A contingent model: analysing openness to change

OPENNESS TO CHANGE 1= Completely disagree ←-----→ 5= Completely Agree		
1. Creativity is encouraged		
2. People are allowed to follow different paths to reach a goal		
3. There is time to follow creative idea		
4. The organisation publicly rewards those who innovate		
5. The organization is flexible and open to change		

A contingent model: analysing closure to change

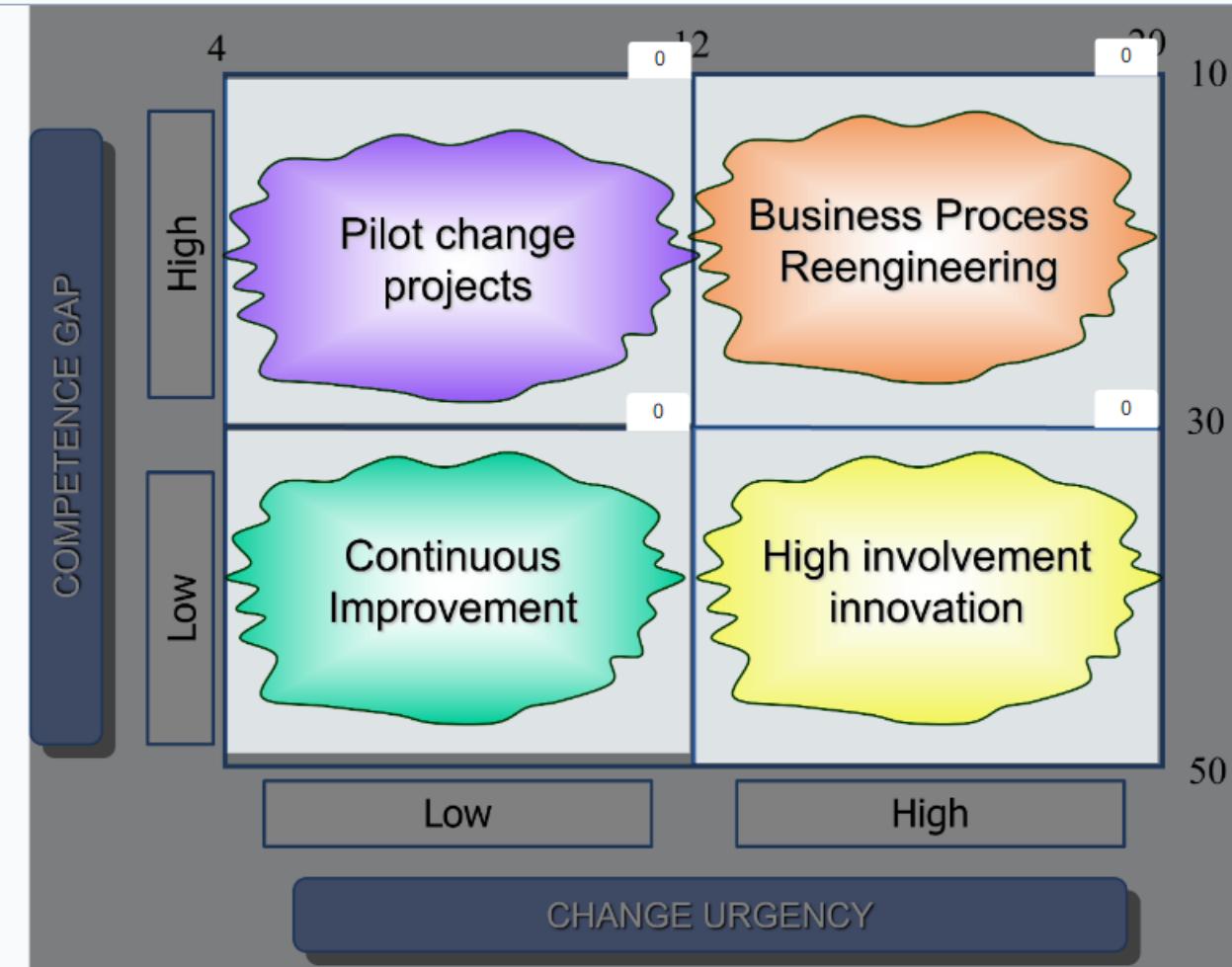
CLOSURE TO CHANGE 1= Completely Agree ←-----→ 5= Completely Disagree	
6. People work here is fundamentally about executing orders from the top	
7. The best way to go further is to look at how other people do things and imitate them	
8. Focus in this place is rather on maintaining the status quo than on changing	
9. People here are more appreciated when they don't create problems	
10. New ideas are ok, but we do not have enough time and people to go after them	

Different approaches to change management: a contingent model

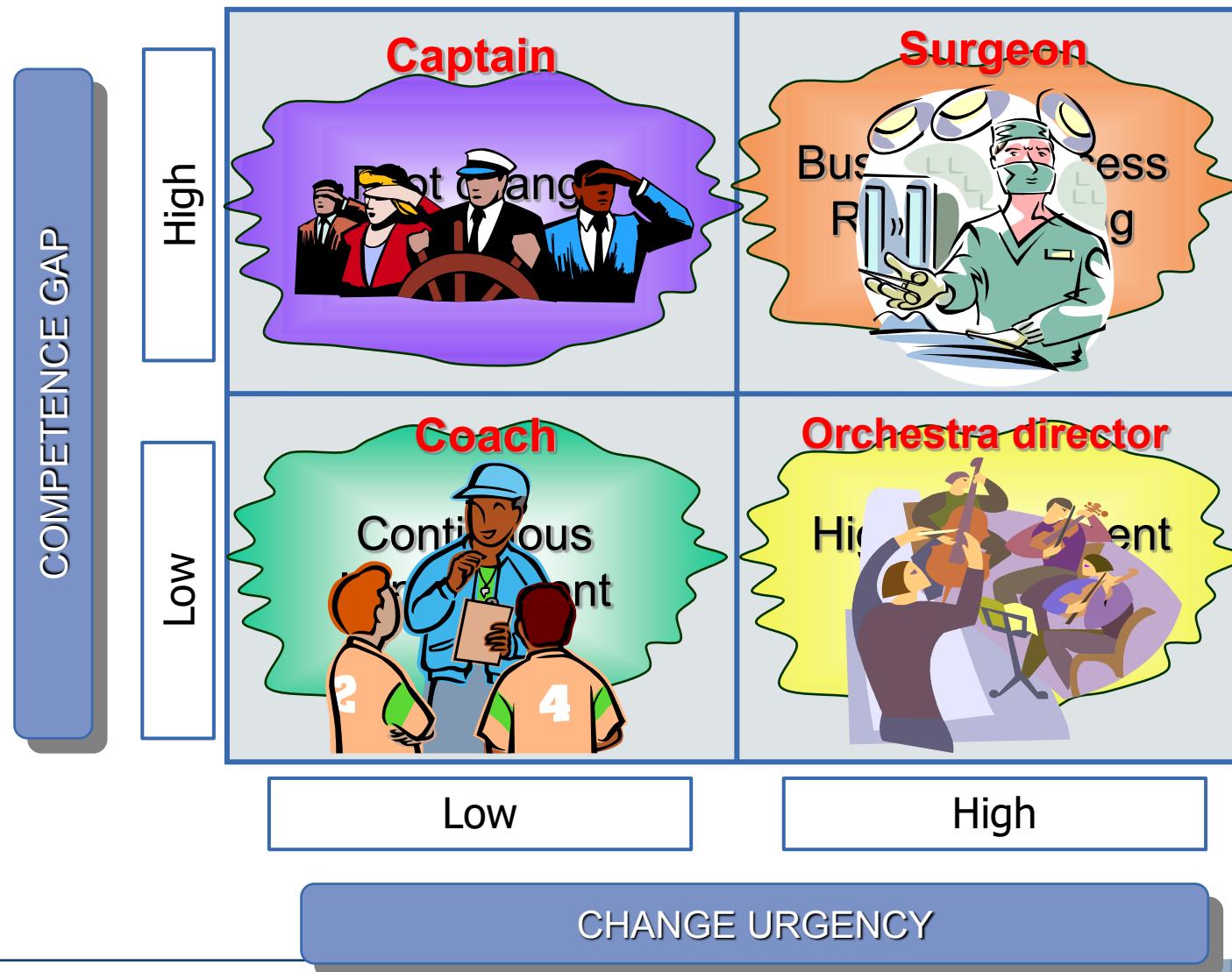




Different approaches to change management: a contingent model



Different approaches to change management: a contingent model



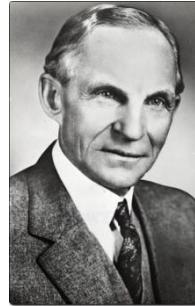
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Individuals and change

In each innovation or change process there is always someone saying:

- “It will not work!”
- “It’s impossible!”
- “Do not change!”



CAR

“Horses are here to stay, cars are only passing fashion!”

The president of a bank in Michigan, advising Henry Ford against investing in the car industry, 1903

CINEMA

“Silent films era will never die:
Who the hell wants to hear
actors talk?”

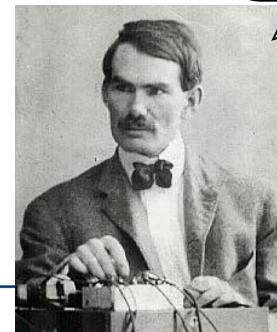
Harry M. Warner, Warner Brothers, 1927



SCIENCE

“Men will never arrive
on the moon!”

Lee De Forest, one of the radio inventors, 1967



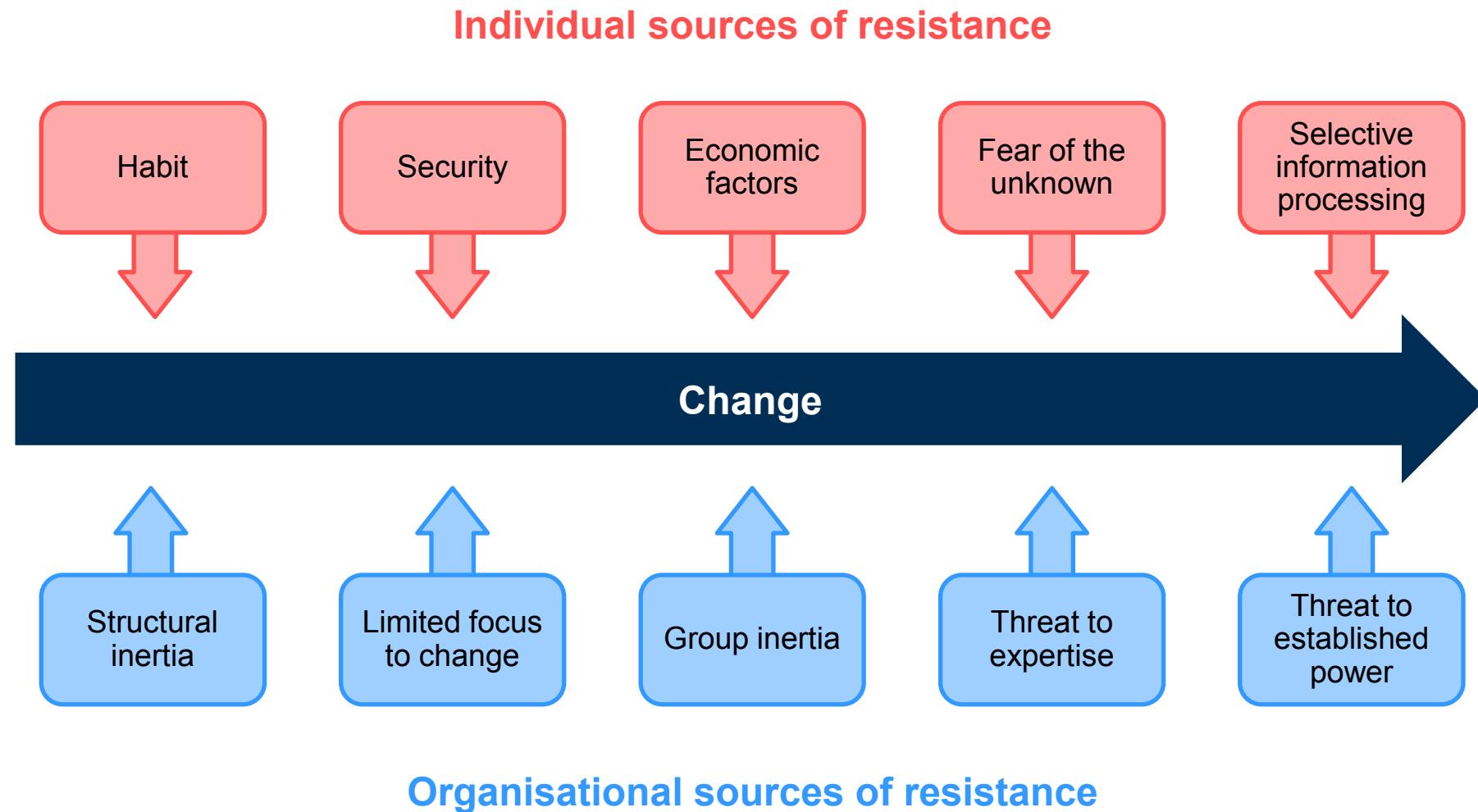
TELEVISION

“In six months people will be
fed up of looking at a box of
plywood every night!”

Darryl Zanuck, 20th Century Fox, 1946

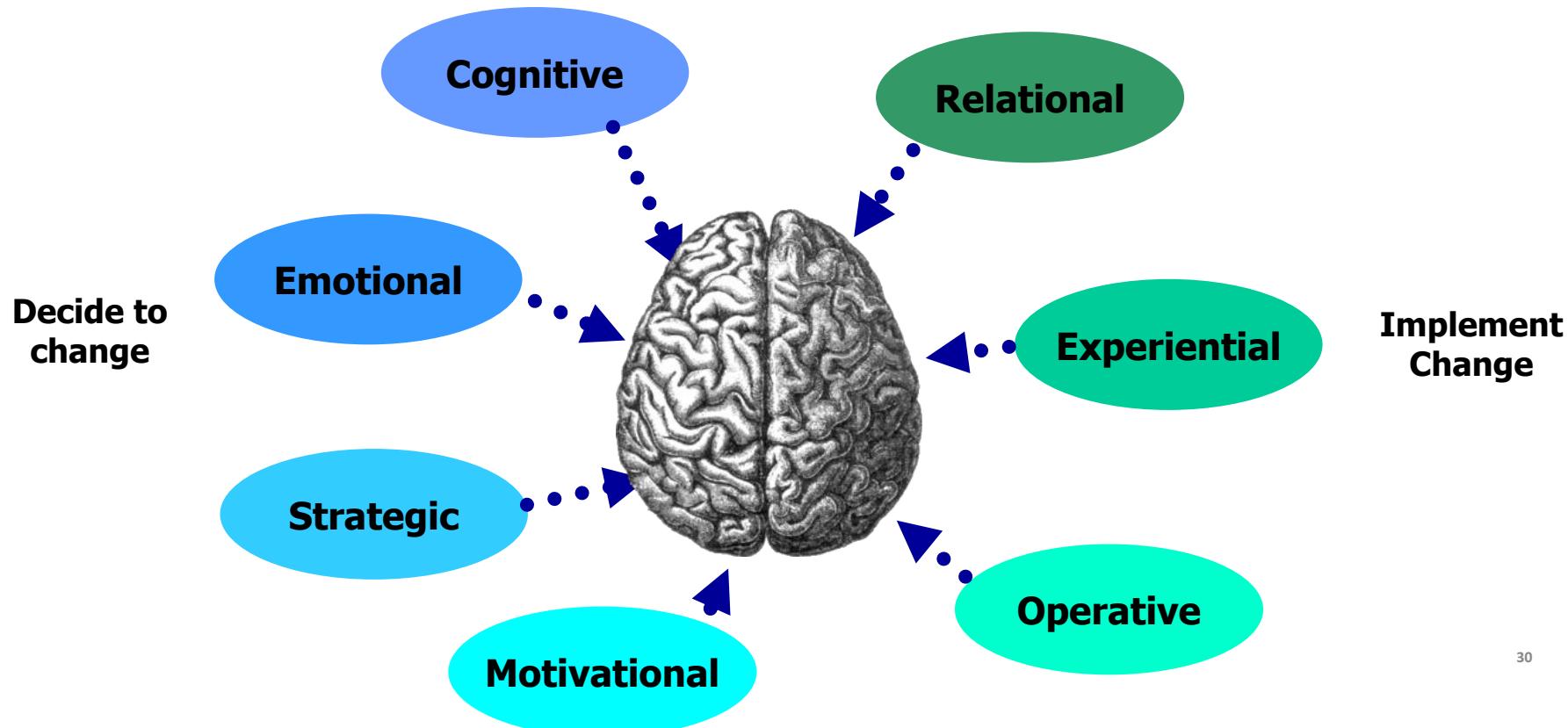


Resistance to Change



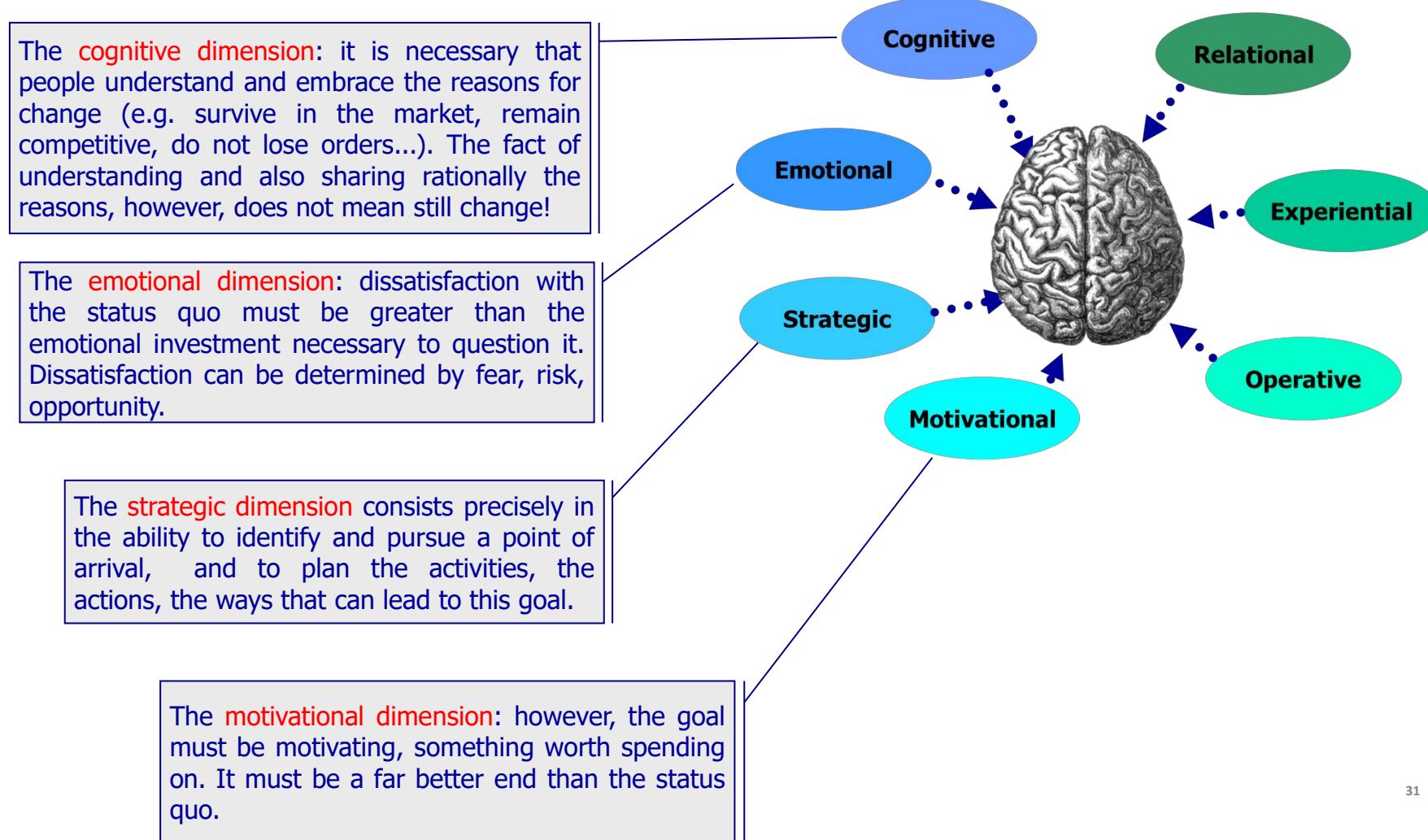
The 7 Psychological conditions for Effective Change

In every change, the behaviour of individuals can be interpreted in the light of **seven fundamental psychological dimensions**:



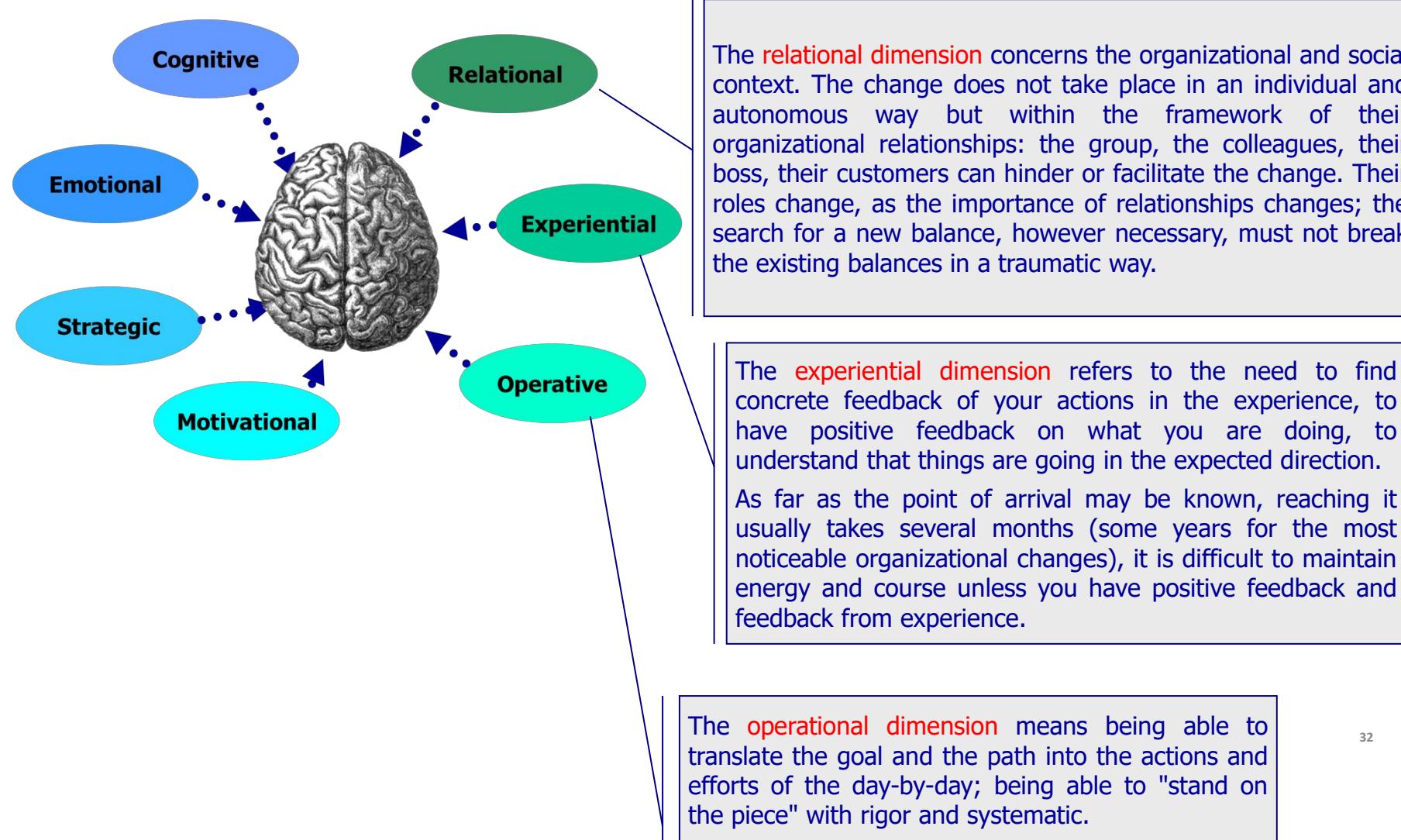
30

The 7 Psychological conditions for Effective Change



31

The 7 Psychological conditions for Effective Change



Smoking cigarettes

"I'm going to grow
a hundred
years old!"

...and possibly she may—for the amazing strides
of medical science have added years to life expectancy
of a longer life, but of a life by no means
Thank medical science for that. Thank
your doctor and thousands like him—collaborating
excellently, often with little or no public recognition—
that you and yours may enjoy a longer, better life.



According to a recent Nationwide survey:

**More Doctors smoke Camels
than any other cigarette!**

NOT 1000, but three outstanding independent research organizations conducted this survey. And they asked not just a few thousand, but 111,500, doctors from coast to coast to name the cigarettes they themselves preferred to smoke.

The answer came in by the thousands. From general physicians, specialists, surgeons, podiatrists, and more and those specialists too. The most-stated brand was Camel.

If you are not now smoking Camels, try them. Compare them carefully. See how the soft, rich flavor of Camel's smoother tobacco suits your taste. See how the cool richness of a Camel suits your throat. Let your "T-Dove" tell you more right.



CAMELS
*Castler
Tobaccos*

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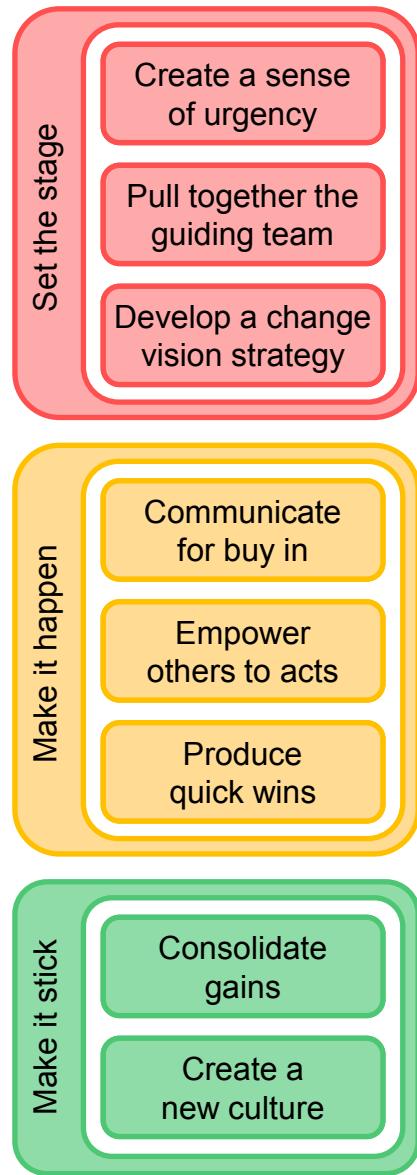
Processes to manage change



[Lewin, 1947]
[Kotter, 2006]

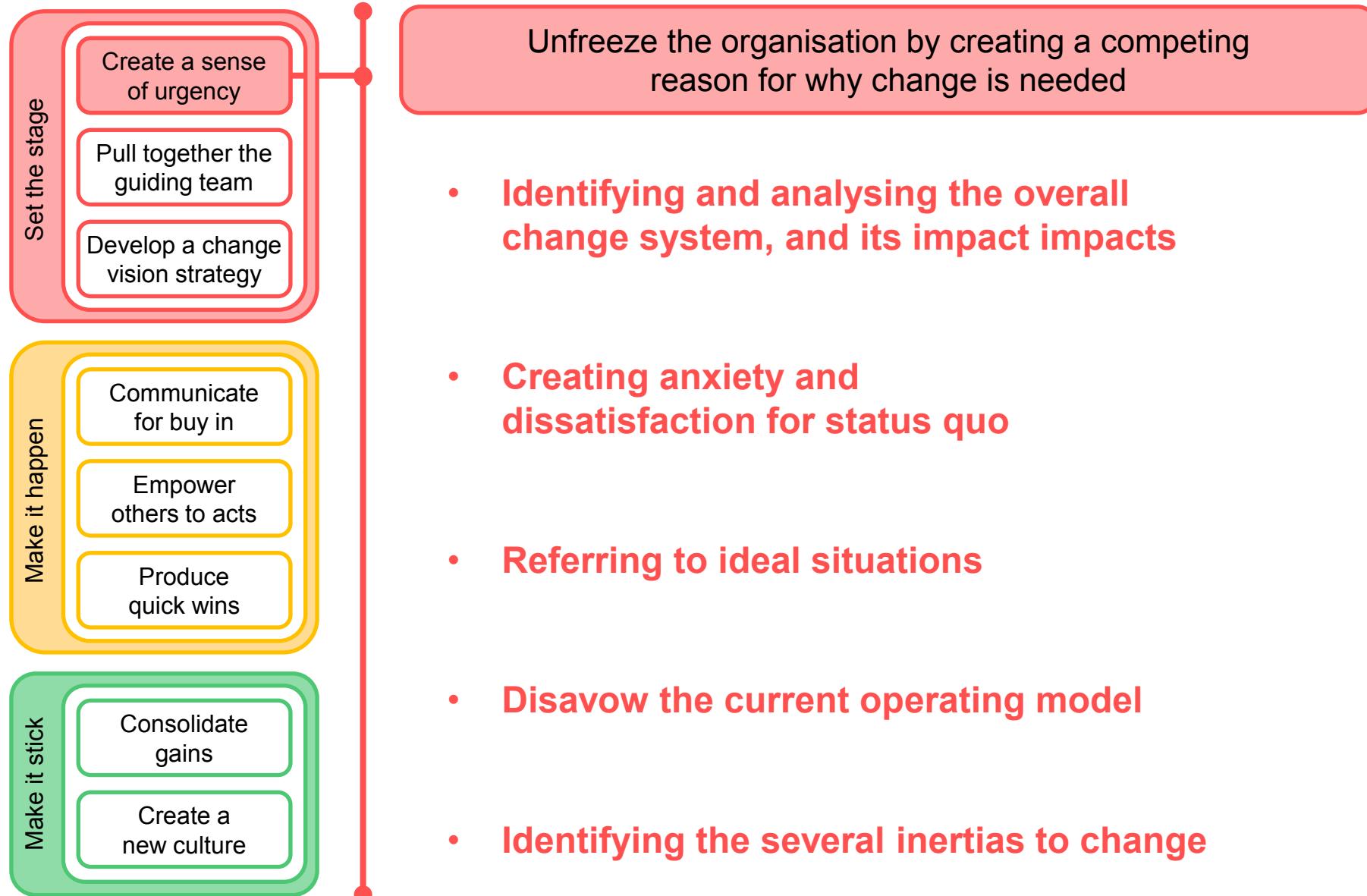


The Eight Steps to Be Followed According to Kotter

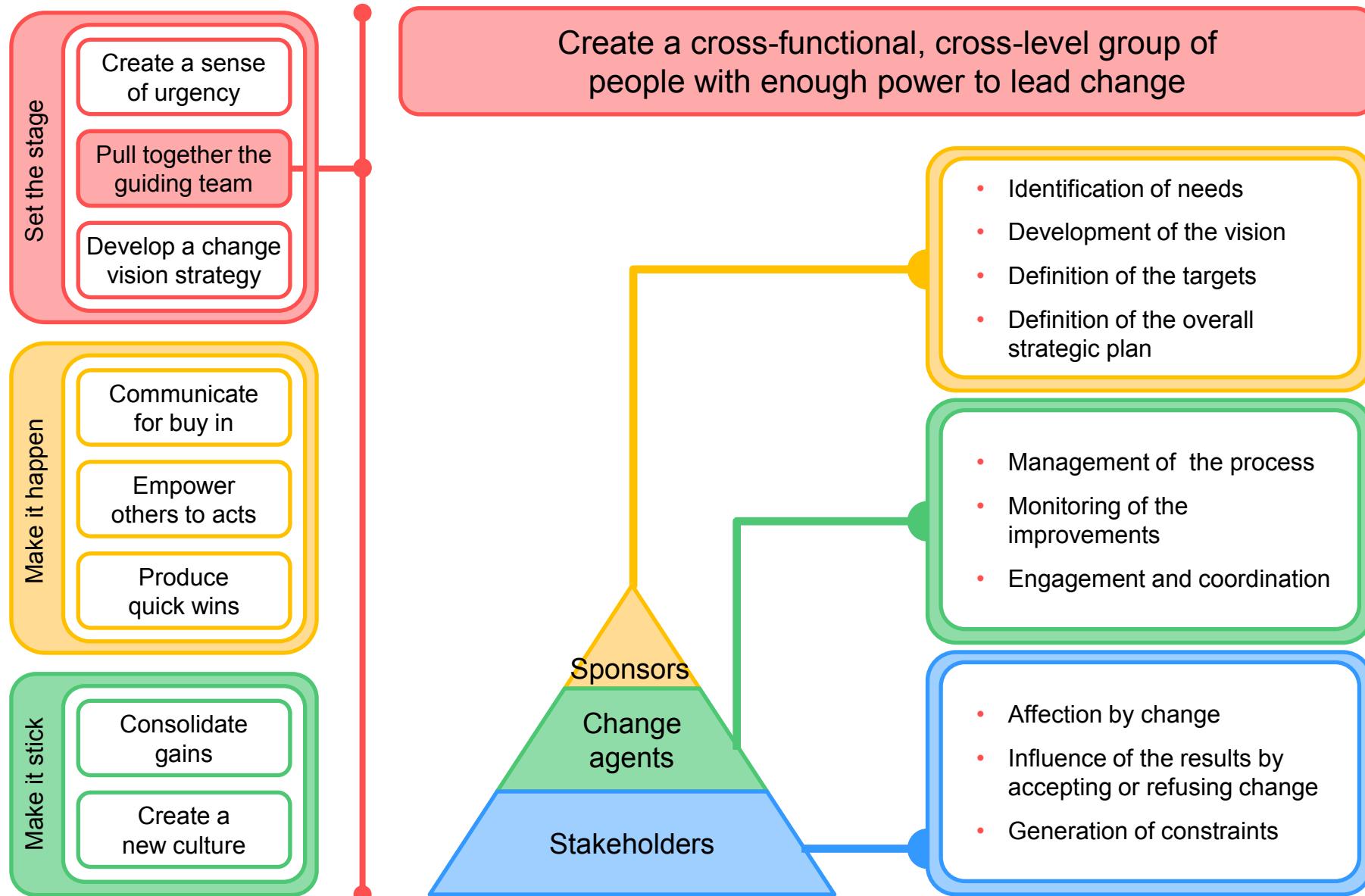


[Kotter, 2006]

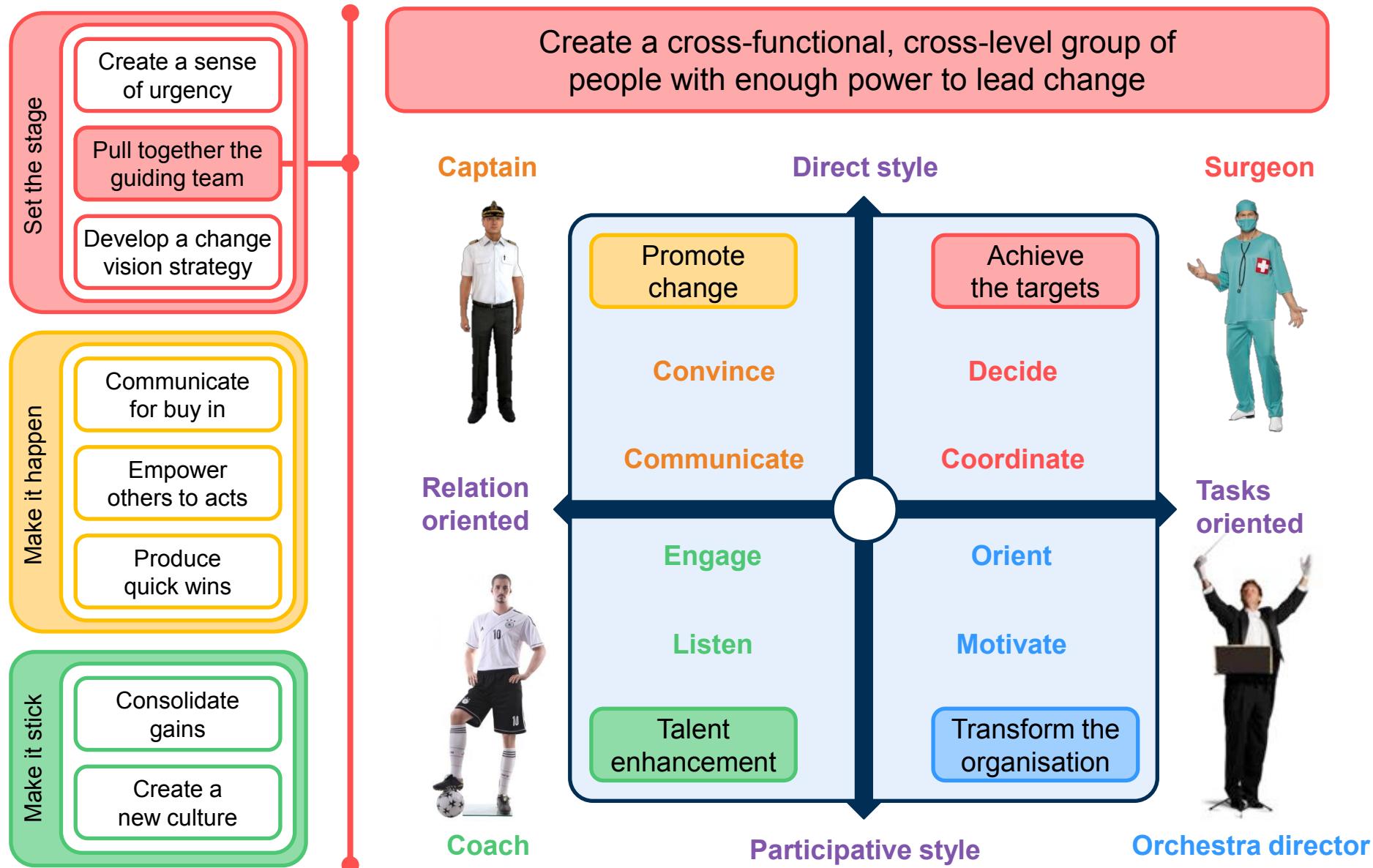
Create a Sense of Urgency



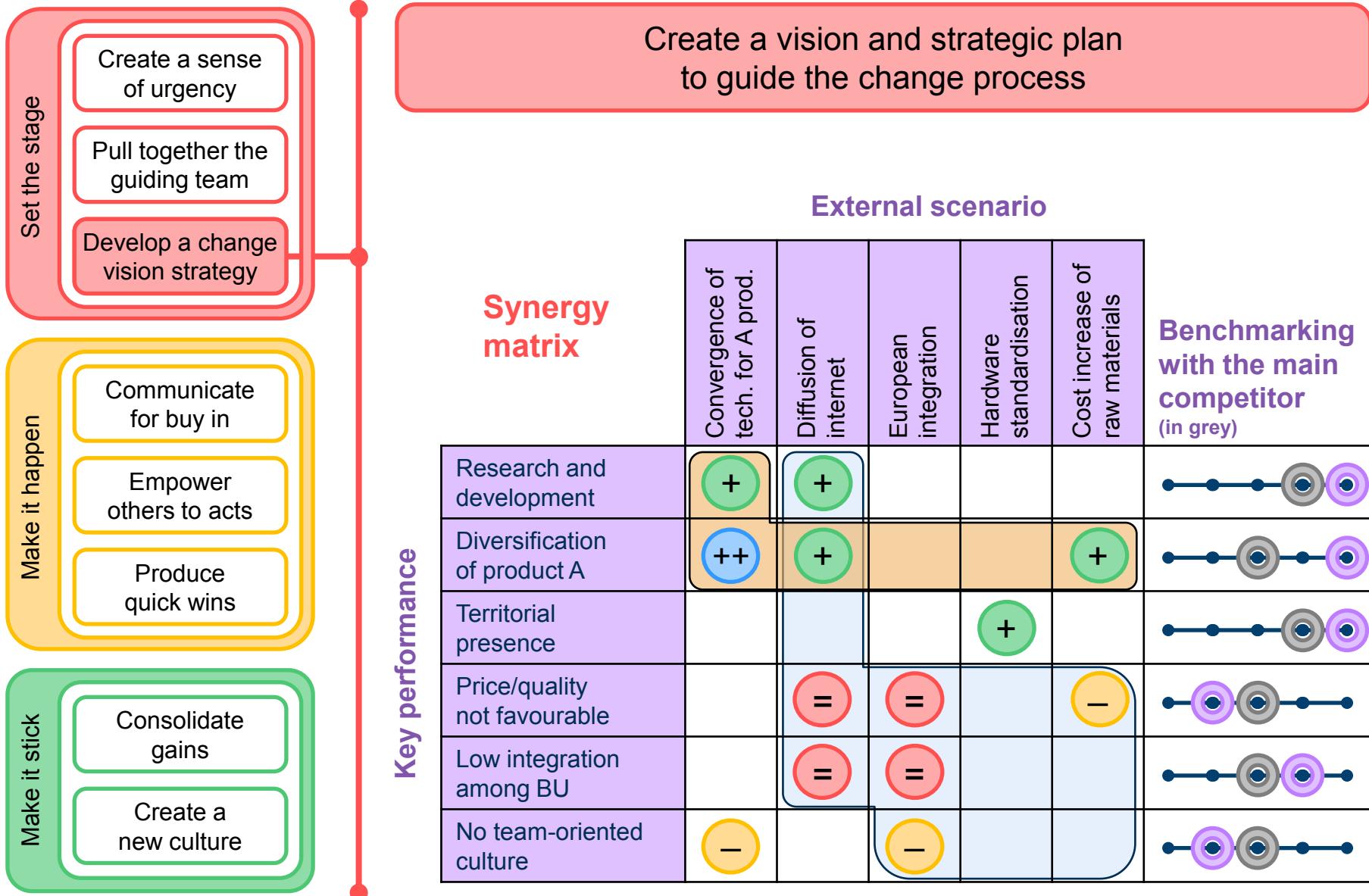
Pull Together the Guiding Team



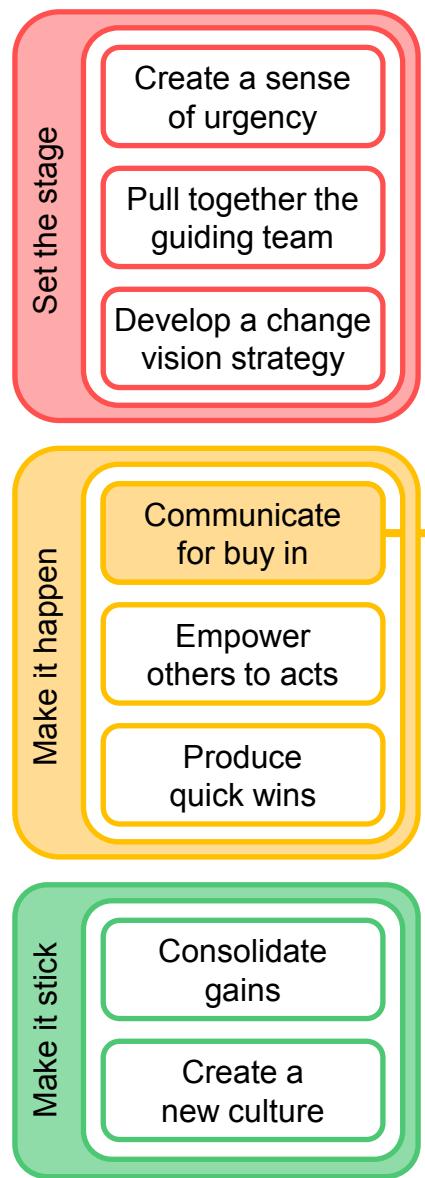
Pull Together the Guiding Team



Develop a Change Vision Strategy



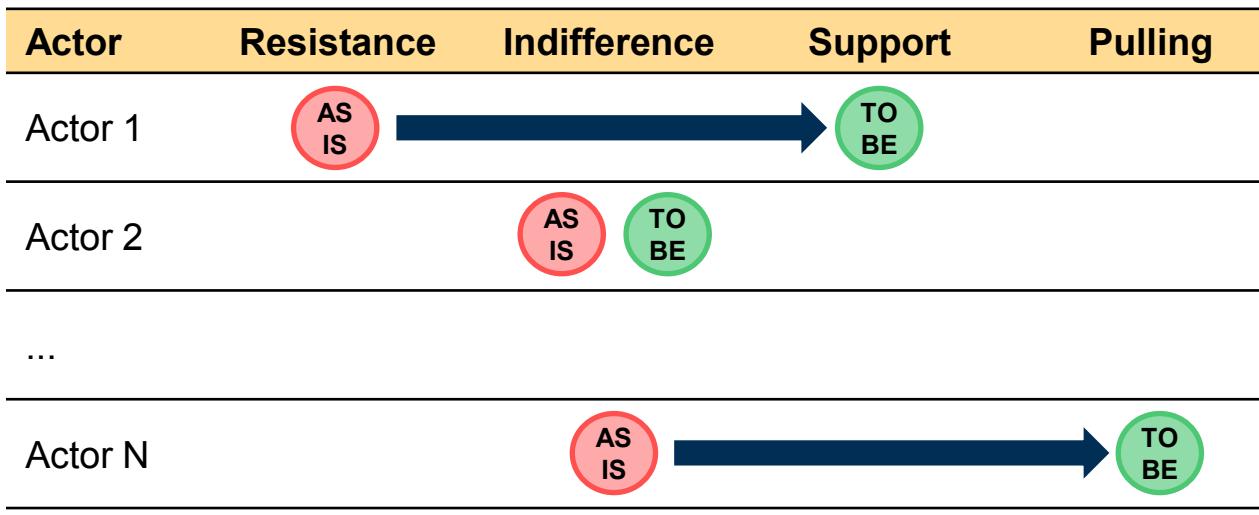
Communicate for Buy In



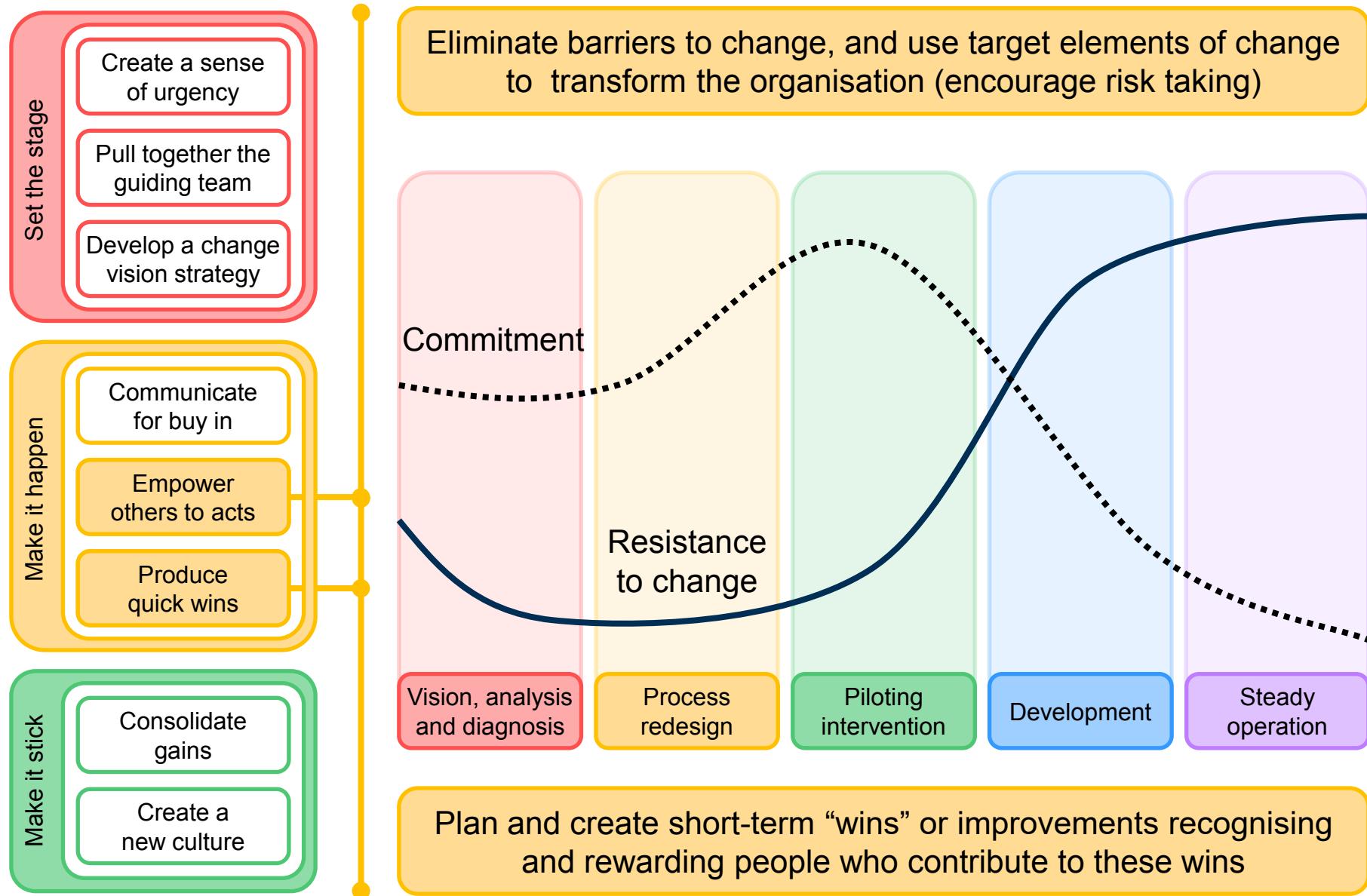
Create and implement a communication strategy that consistently communicates the new vision and strategic plan

- **Short, concise and timely (no room for anxiety)**
- **Provides strategic rationale and sense of direction**
- **Defines who is involved and how**
- **Define expected results and benefits for actors**
- **Explicates what won't change**

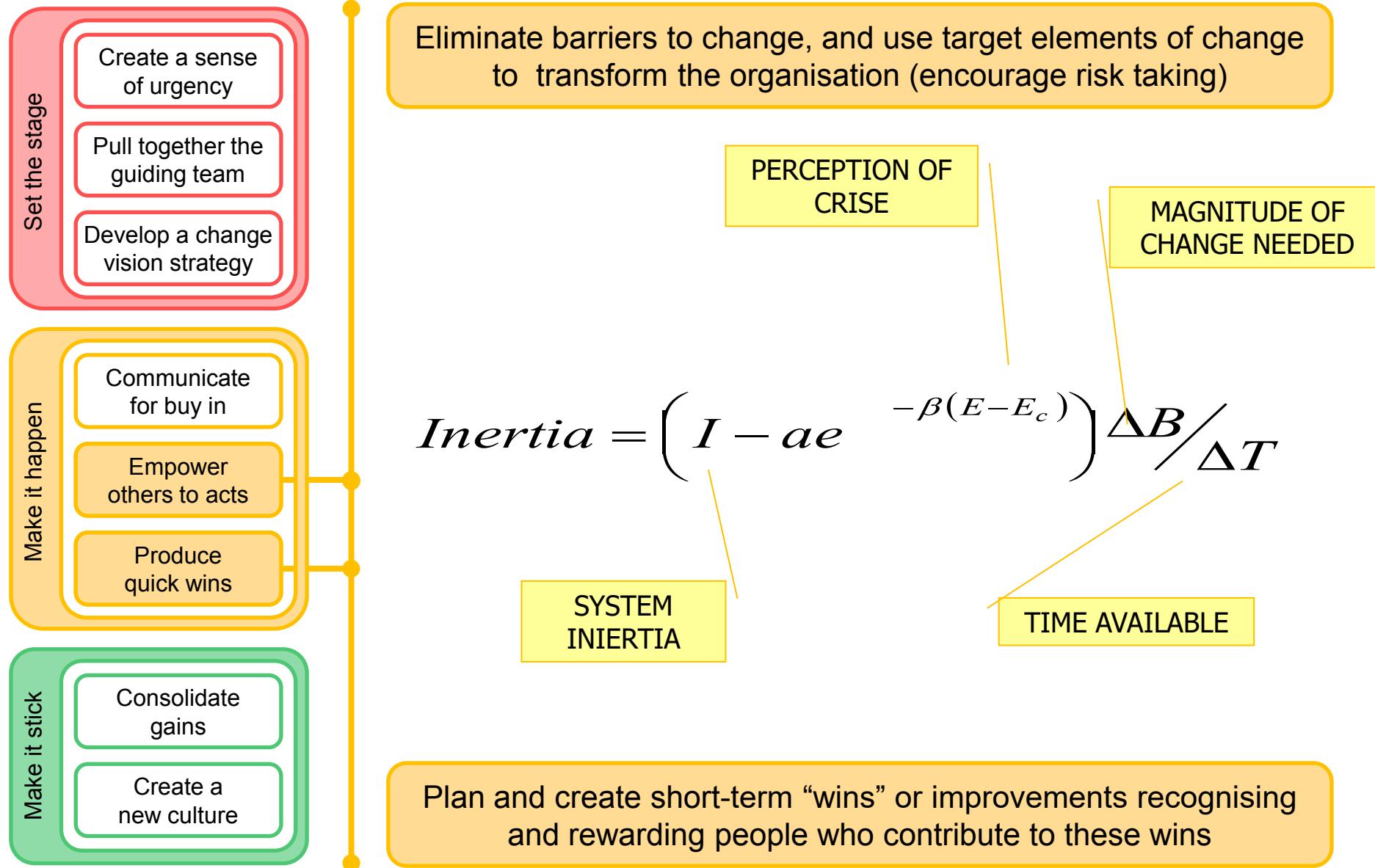
Engagement map



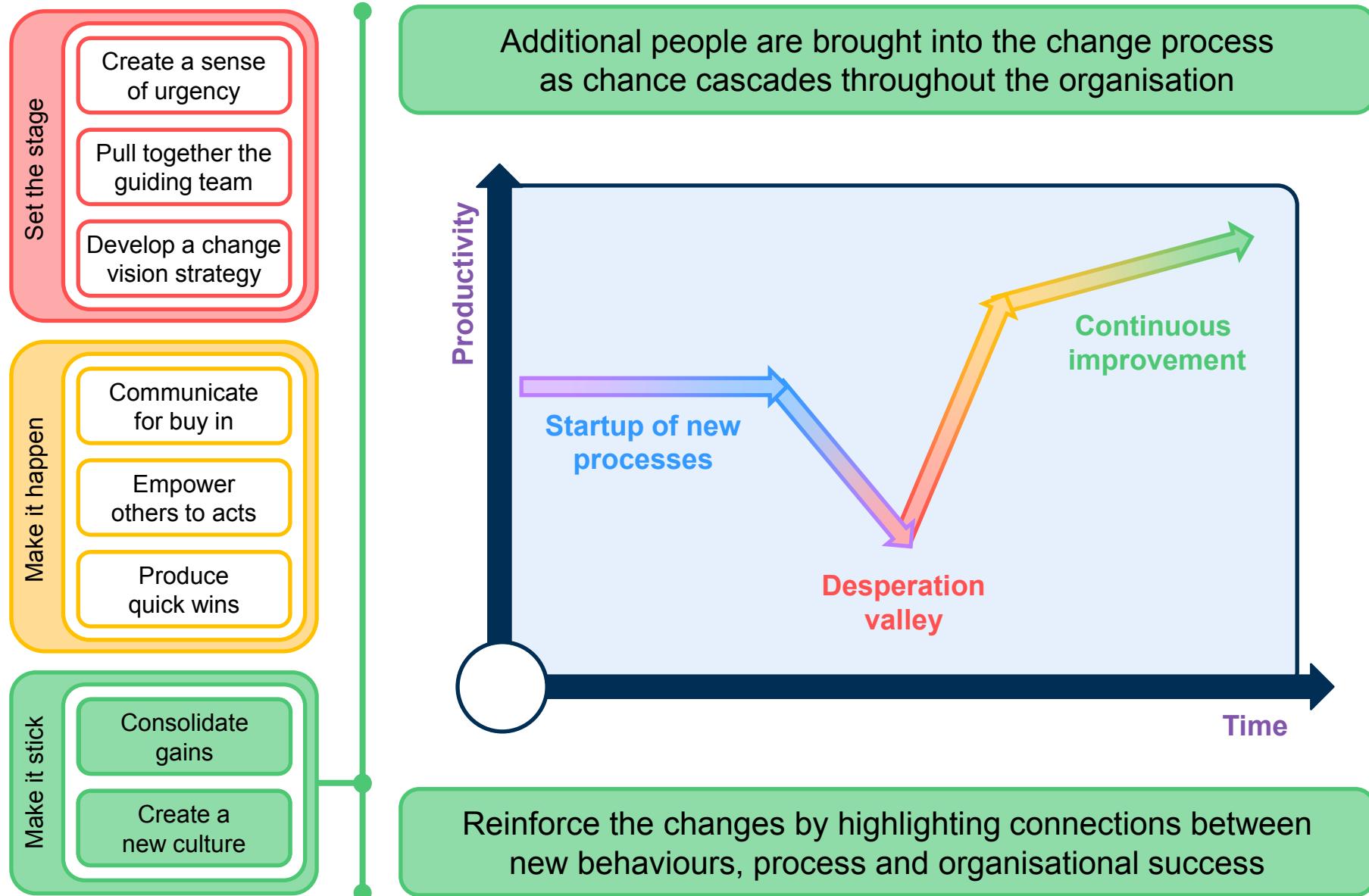
Empower Others to Acts and Produce Quick Wins



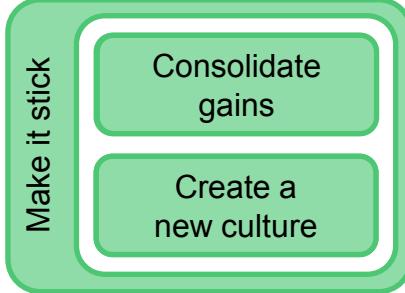
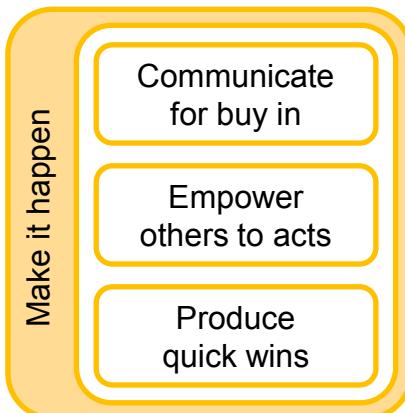
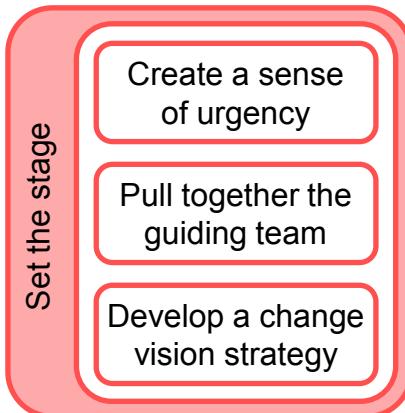
Empower Others to Acts and Produce Quick Wins



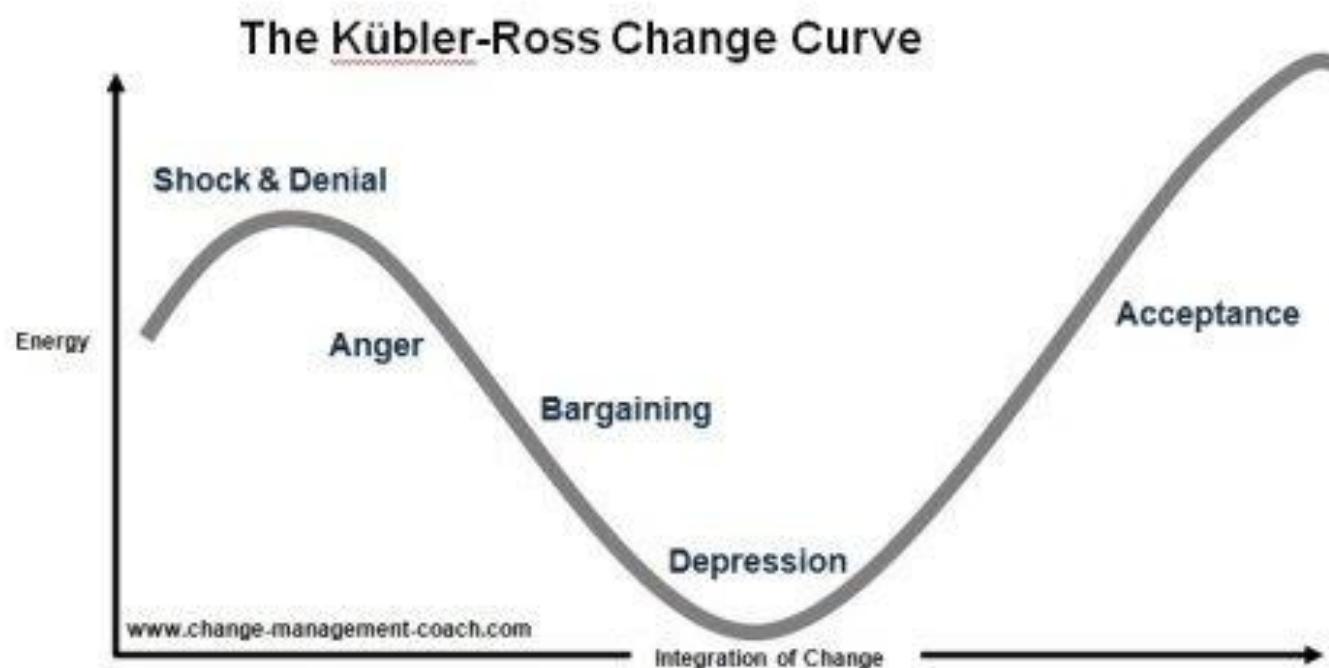
Consolidate Gains and Create a New Culture



Consolidate Gains and Create a New Culture



Additional people are brought into the change process as chance cascades throughout the organisation

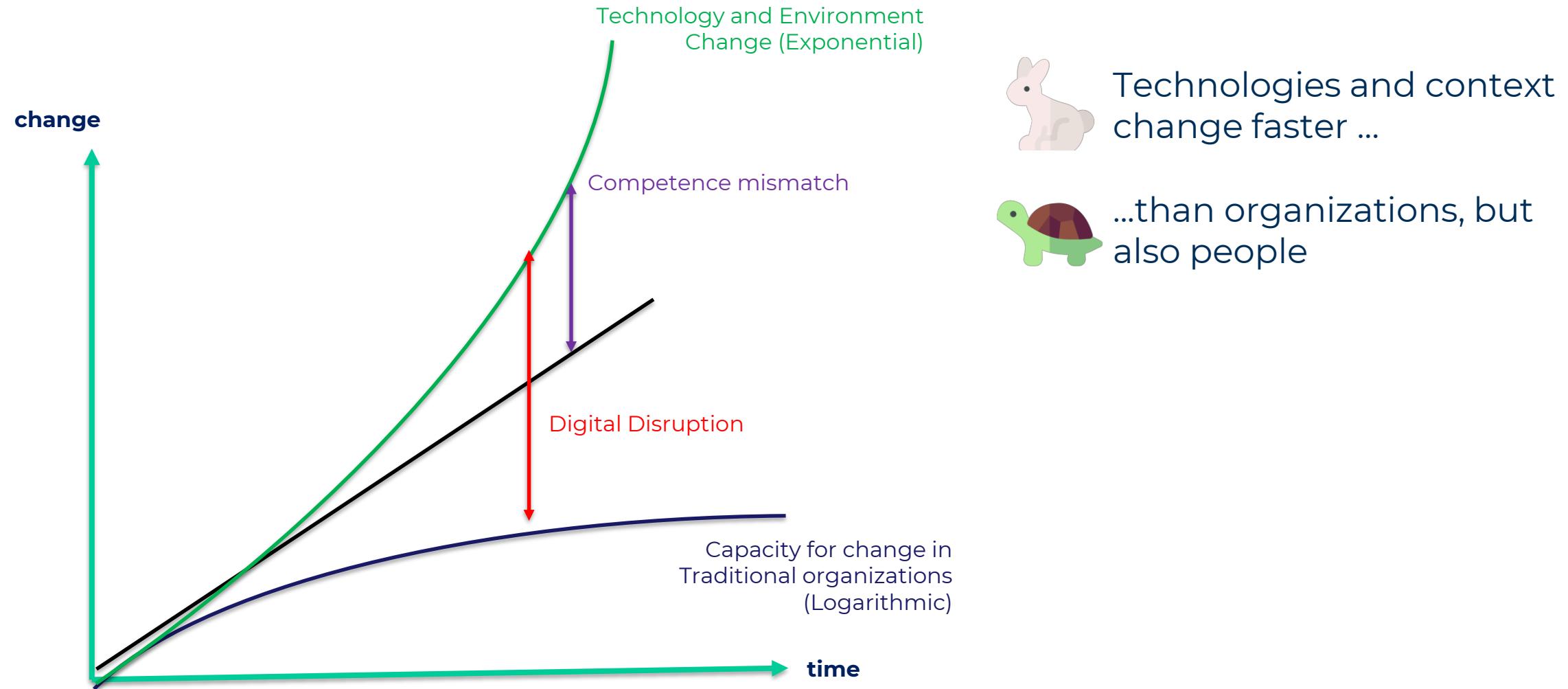


Reinforce the changes by highlighting connections between new behaviours, process and organisational success

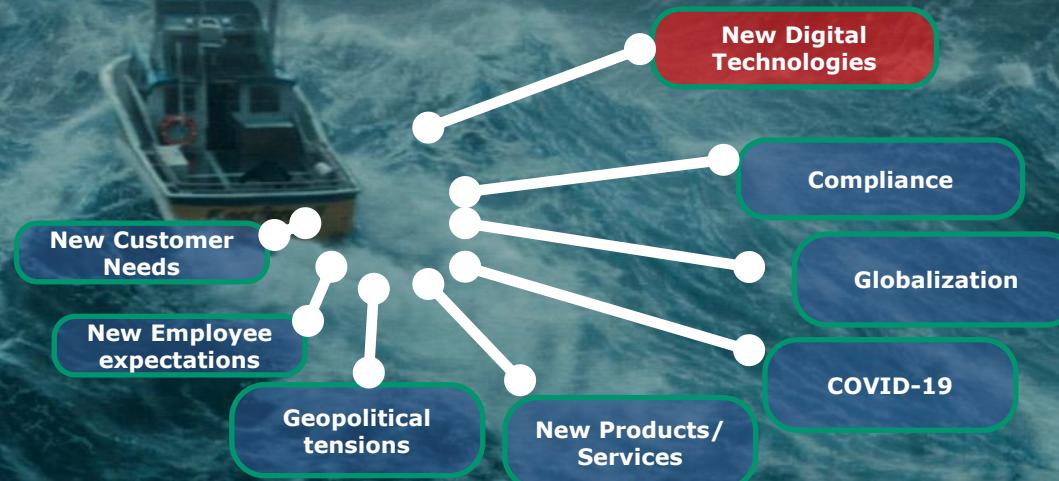
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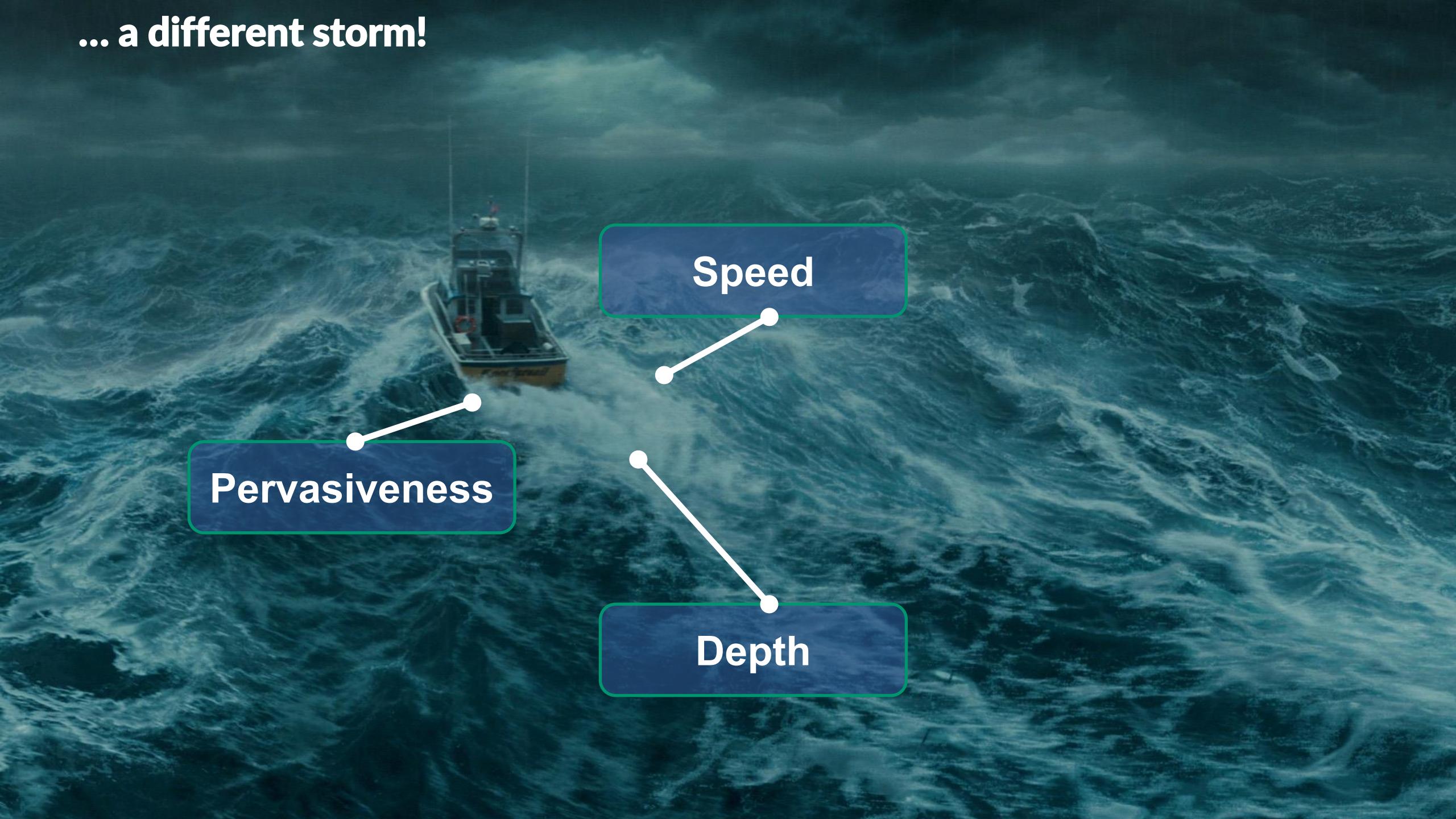
Ability to change, Digital Disruption and displacement of competences (Martec law)



Change Management today: in the middle of a perfect storm



... a different storm!



Pervasiveness

Speed

Depth

PERVASIVENESS: THE DIGITAL VORTEX WILL SWALLOW EVERY INDUSTRY...IT'S JUST A QUESTION OF TIME



We haven't seen anything yet!



Andrew McAfee
MIT Research Scientist

New converging technologies are revolutionizing entire sectors ...

INTERNET OF THINGS &
SMART CITY



ARTIFICIAL
INTELLIGENCE & BIG
DATA



METAVERSE &
AUGMENTED
REALITY



SHARING ECONOMY
& PLATFORMS



TRANSPORT AND LOGISTICS

DISTRIBUZIONE AND RETAIL

FINANCIAL SERVICES

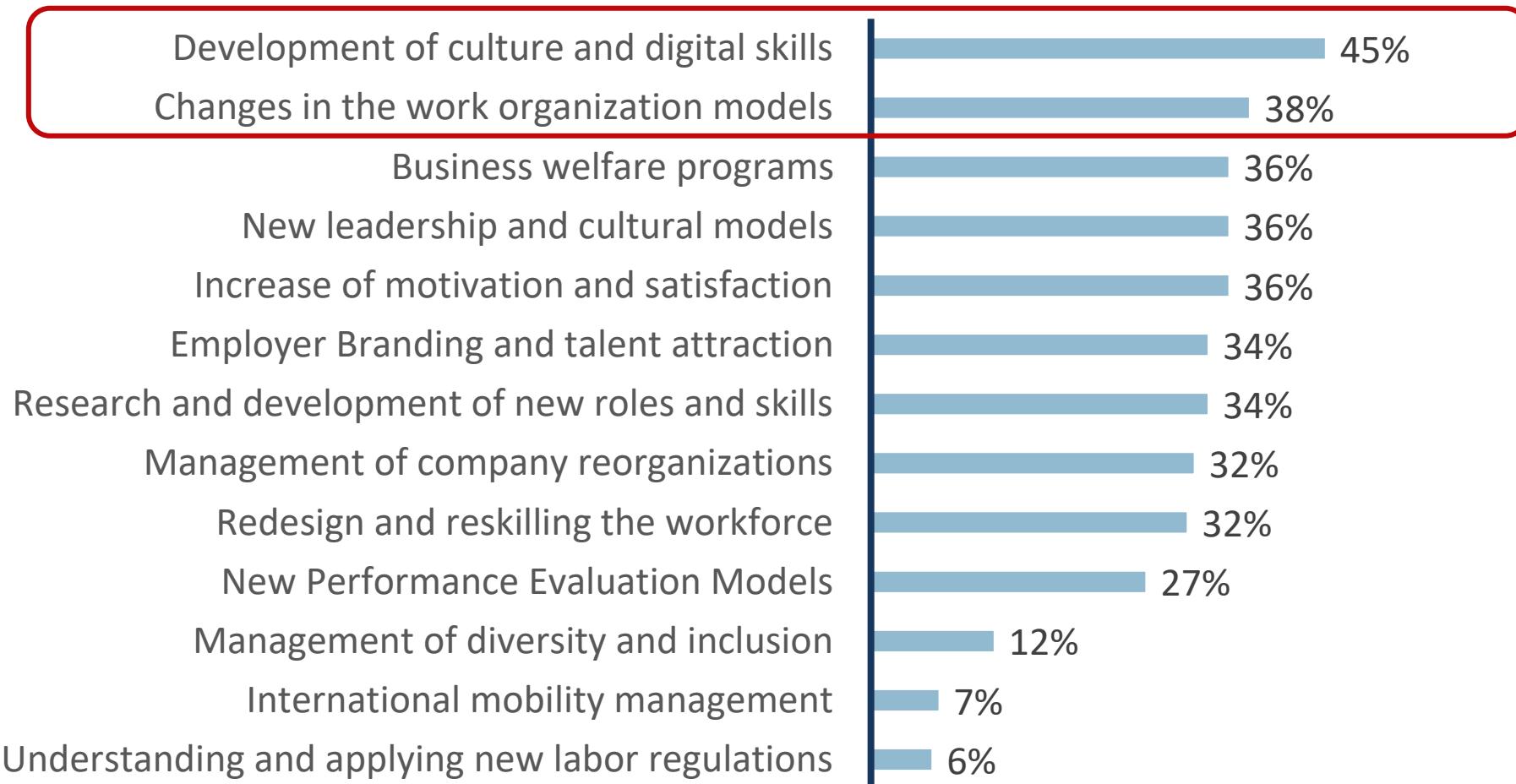
HEALTHCARE

DEFENCE & SECURITY

TOURISM AND HOSPITALITY

MEDIA AND ENTERTAINMENT

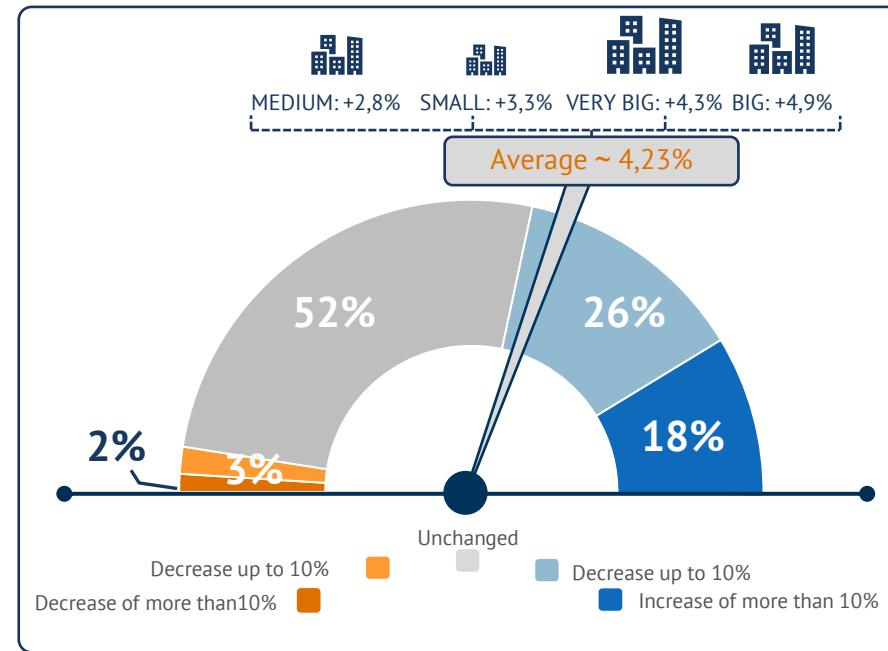
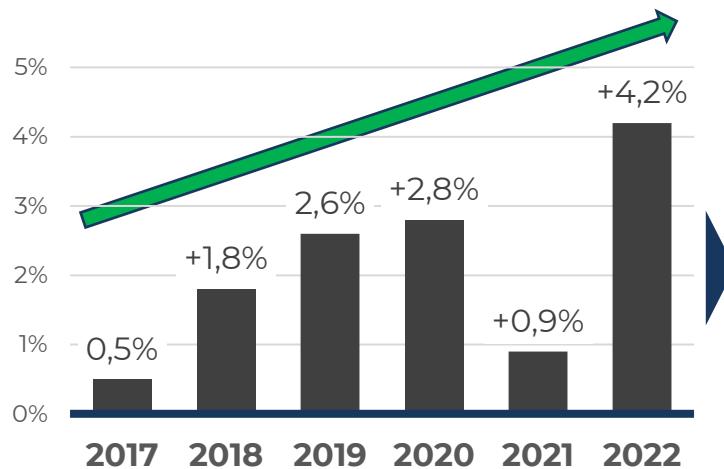
The level of awareness is growing!



Sample: 146 HR Manager

Source: Observatory on HR Innovation Practice, Politecnico di Milano

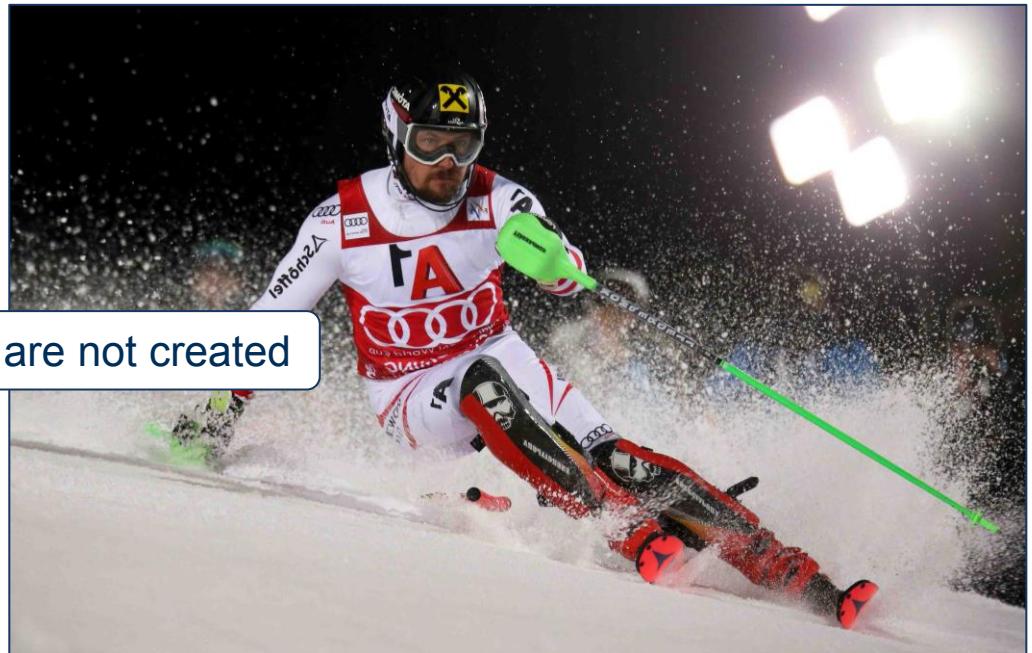
Organizations are investing more!



Investing in technologies is not enough!

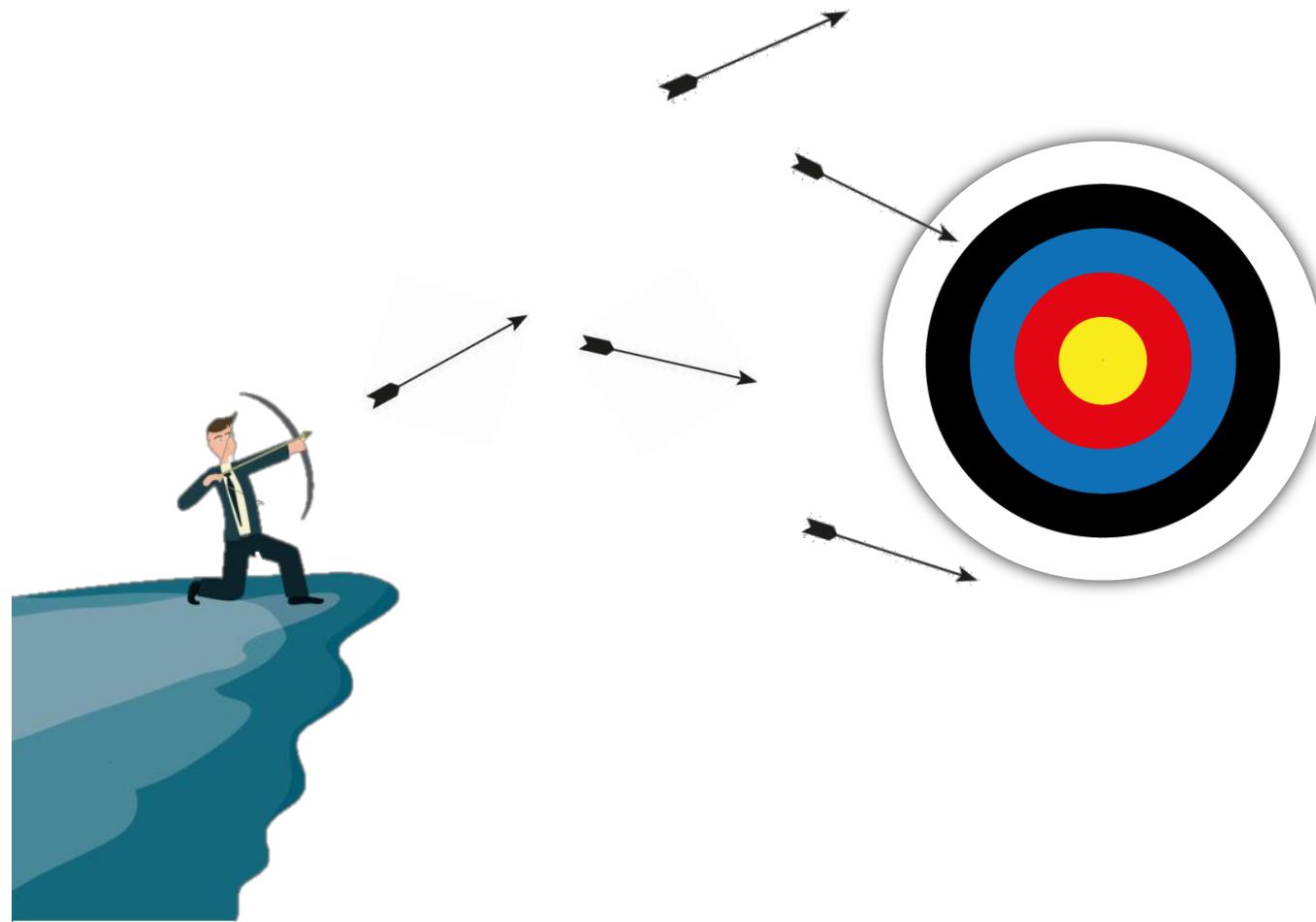


The risk of failure is very high!

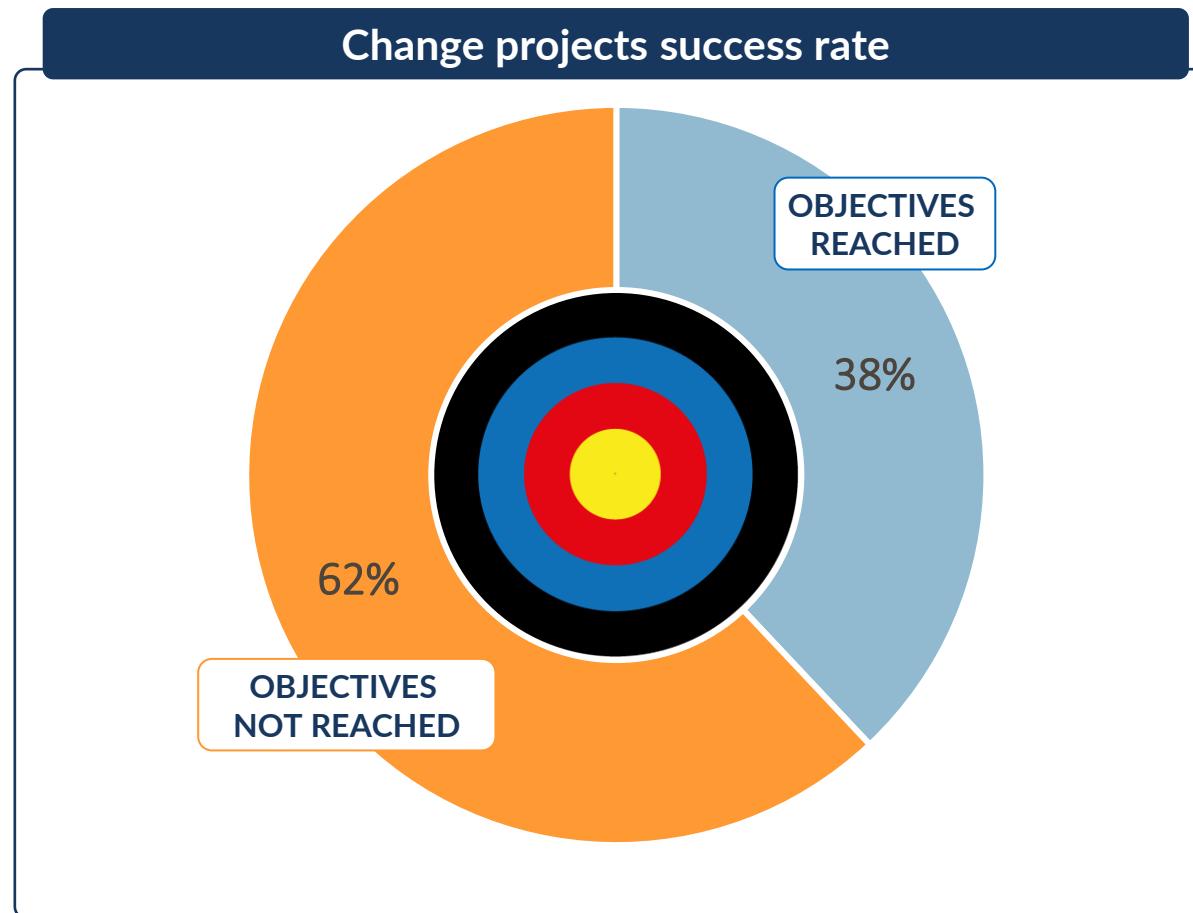


Unless the condition for success are not created

How many changes fail?

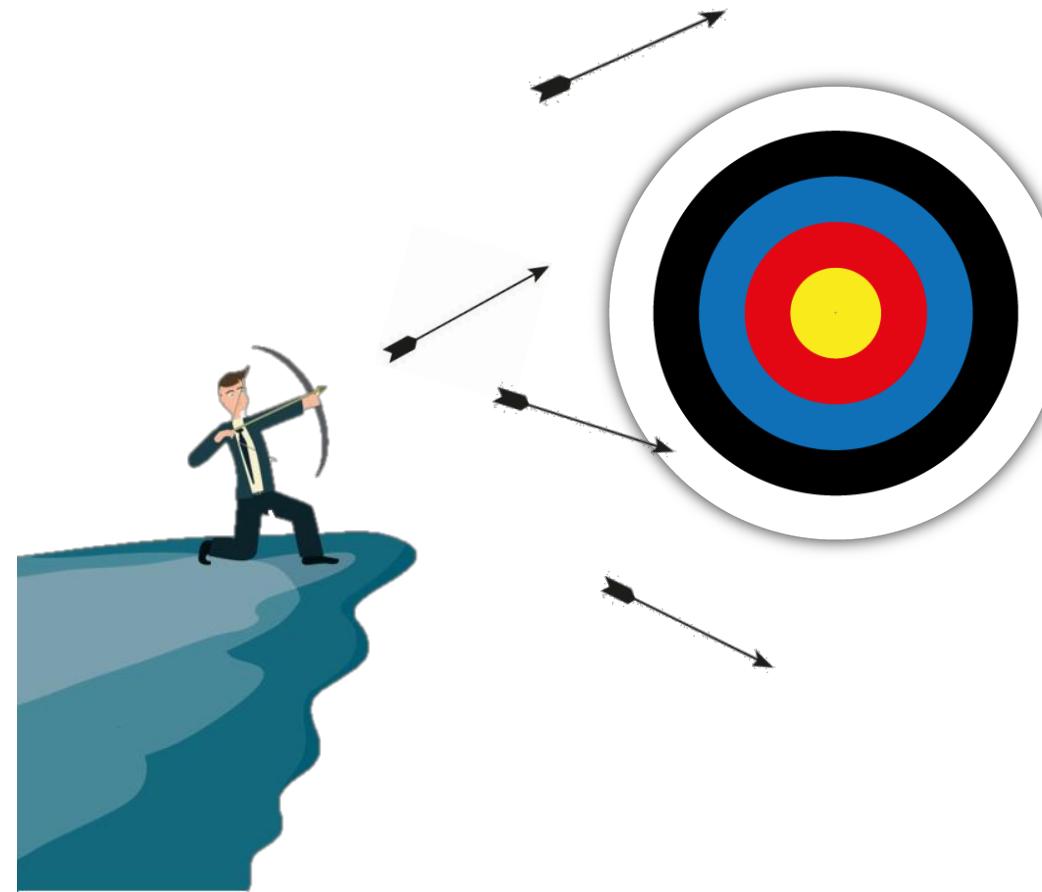


How many changes fail?



Campione: 179 rispondenti

Why change projects fail?



People Engagement Low 44%

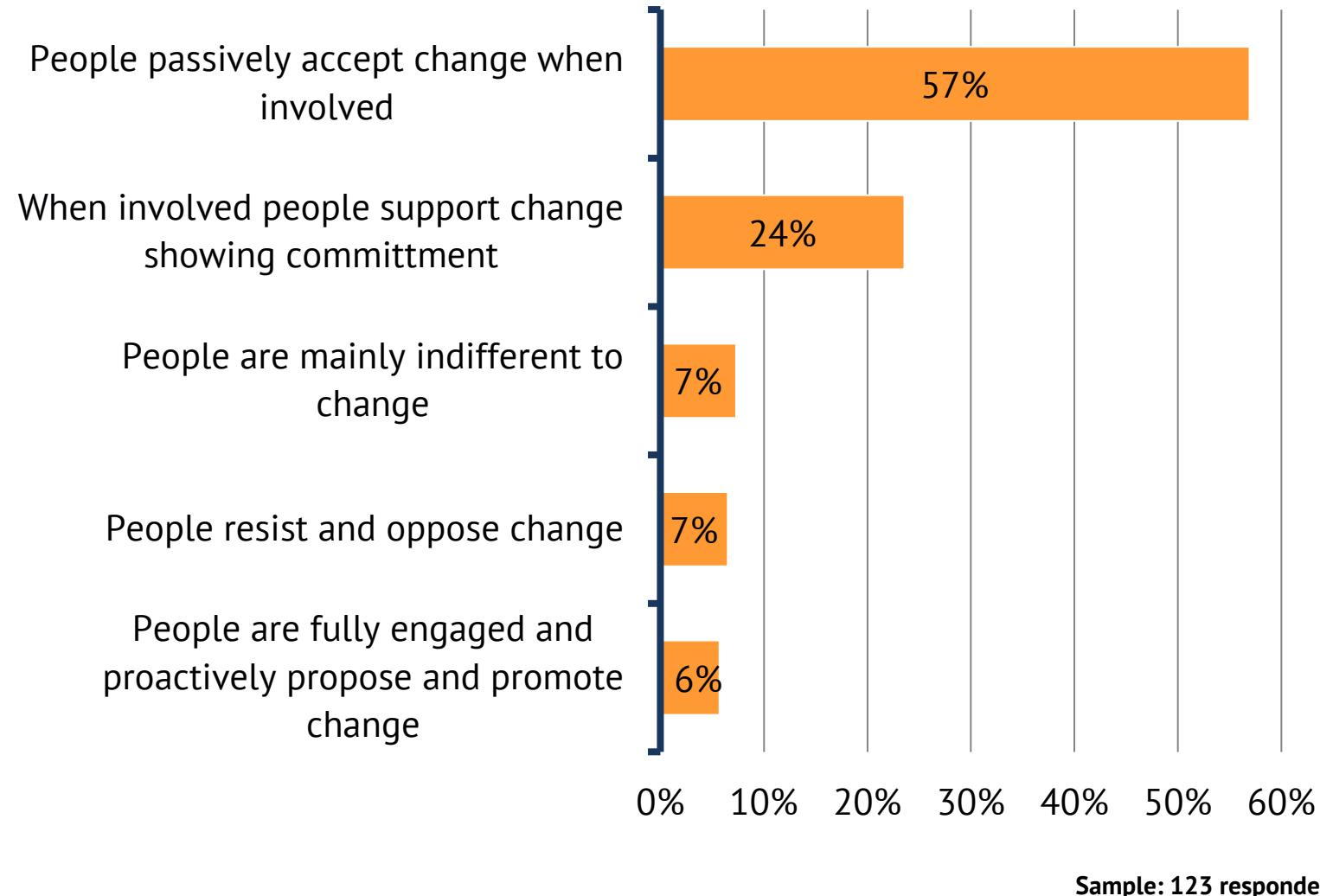
Culture not open to change 41%

Top management sponsorship
Low 35%

Low change capabilities of
internal change agents 30%

Sample: 179 respondents

Individuals facing change



Individuals facing change



Fear

Anxiety

**Sense of
powerlessness**

Closure

**Prejudice against
what is new**

Diversity rejection

Campione: 123 rispondenti

Where companies with the highest success rates are different from the others?

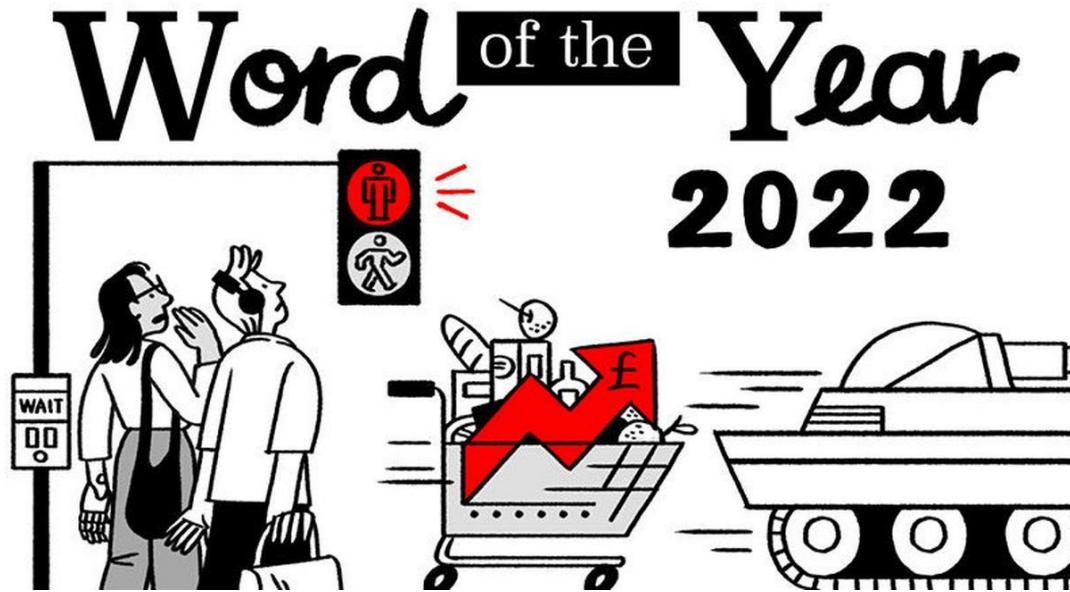
- 1) They Involve people in change (59% vs 32%)
- 2) They create urgency, but without causing fear and anxiety (52% vs 35%)
- 3) They invest in an agile organization (40% vs 25%)





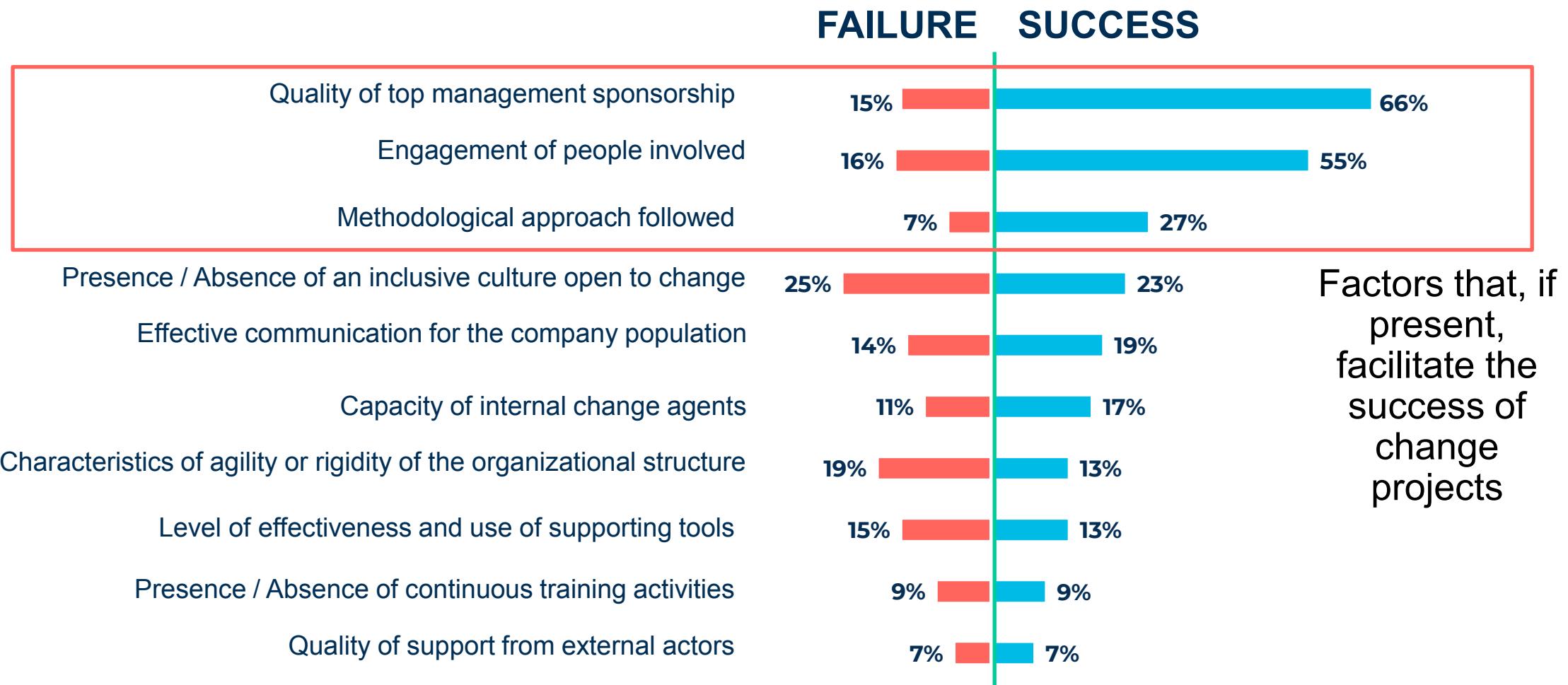
AND THEN COVID-19 ARRIVED!

After COVID-19 instability goes on!



**'Permacrisis': The Collins Dictionary
word of the year**

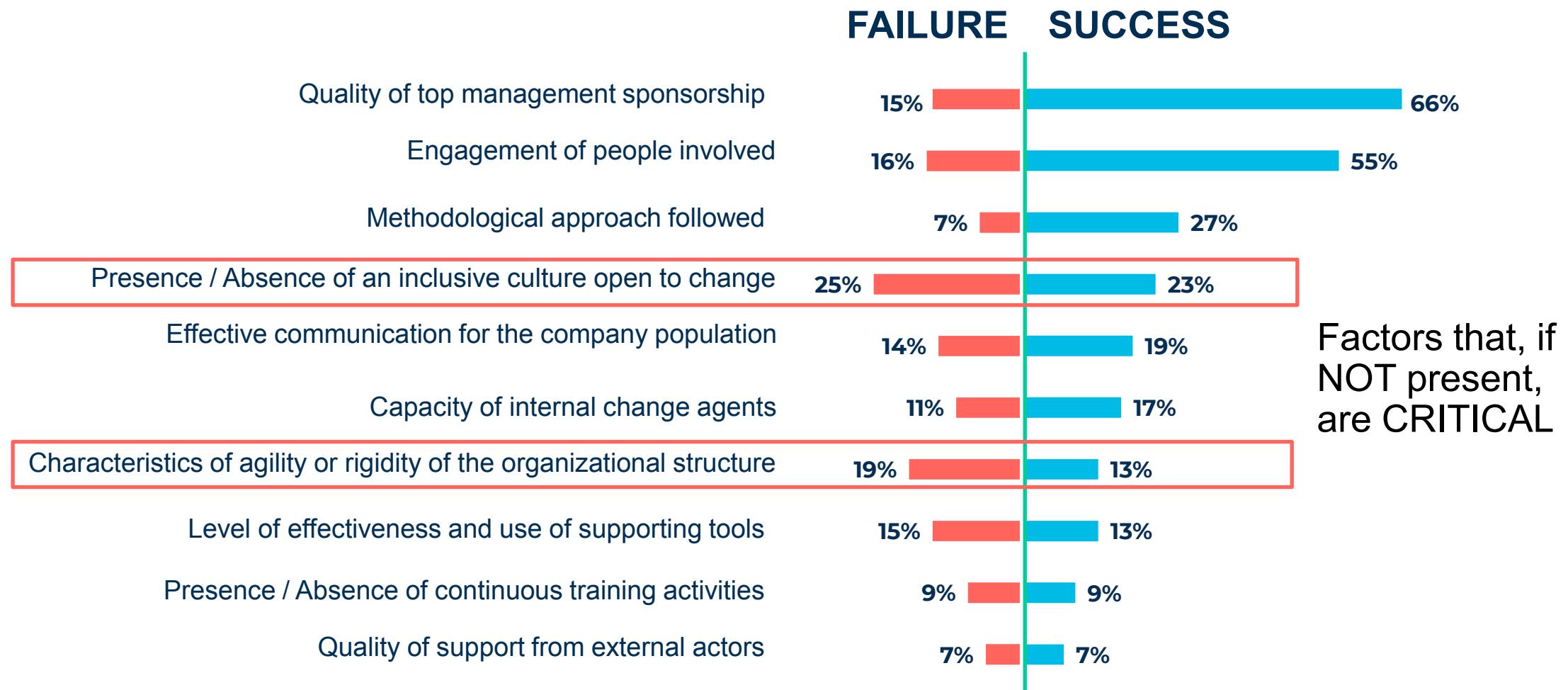
What critical factors to consider?



Factors that, if present, facilitate the success of change projects

Source Osservatorio Politecnico di Milano – Assochange
Sample: 130 respondents

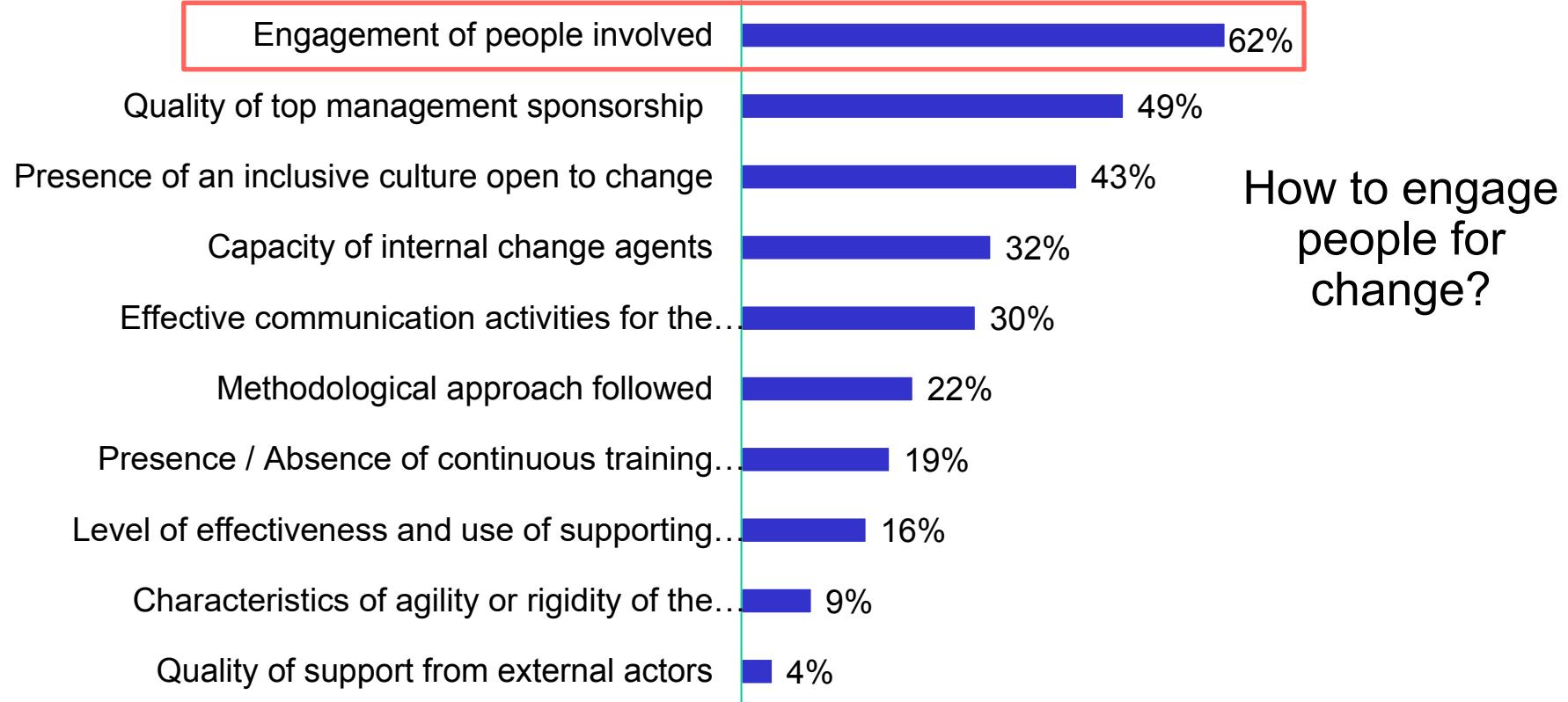
What critical factors to consider?



Factors that, if
NOT present,
are CRITICAL

Source Osservatorio Politecnico di Milano – Assochange
Sample: 130 respondents

Factors to consider in the future



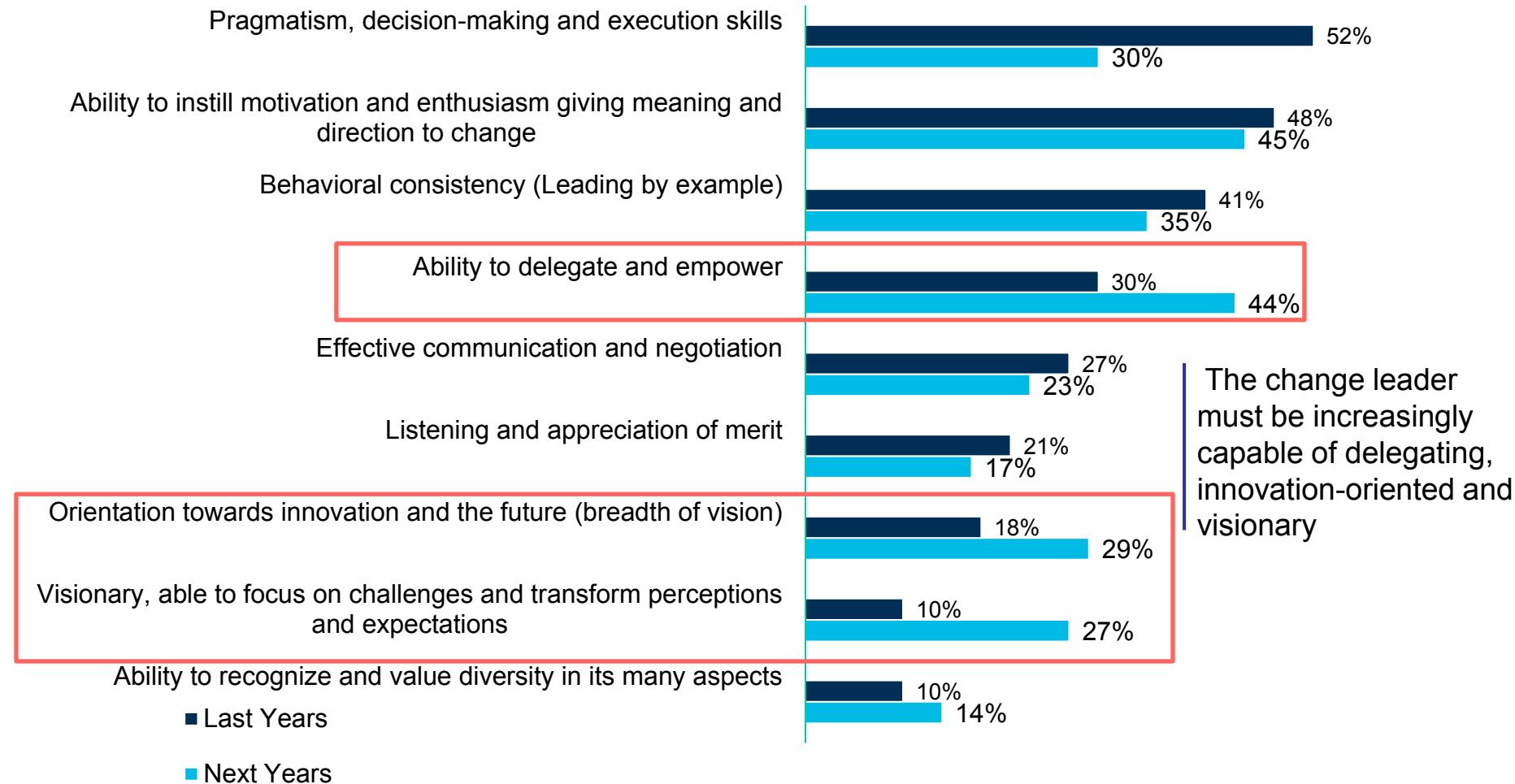
Source Osservatorio Politecnico di Milano – Assochange
Sample: 130 respondents

Actions taken to motivate and involve people in change



Source Osservatorio Politecnico di Milano – Assochange
Sample: 130 respondents

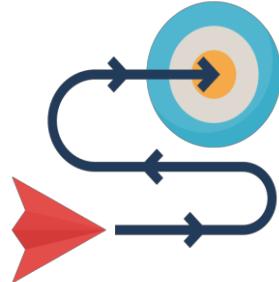
How change leadership should change



The change leader must be increasingly capable of delegating, innovation-oriented and visionary

Source Osservatorio Politecnico di Milano – Assochange
Sample: 123 respondents

A key challenge for managers



Improve the **awareness** and strategic
vision about change



Improve the ability to **Engage** people and **lead** change
processes

Humanification of change

When people are afraid they don't really change!

**Like cells in an healthy organism, people
when engaged and feeling safe open up, communicate
and can adjust to the environment rewriting their DNA**

Let's help people evolve and rewrite their Digital DNA!

Managers or leaders for the organization of the future?

Four principles to overcome

Hierarchy



Obedience e
subordination



Rules and procedures



Formalization



Managers or leaders for the organization of the future?

4 metaphors

Architects
of Sense and Belonging



Personal trainers
of People performance



Brokers
of Flexibility



Orchestrators
of weirdness



Implications for Innovative Leaders

- Be aware of your role as change agent within the organisation
- Analyse and influence behaviours in order to shape the organisation's change culture
- Structure management policies and practices to foster the organisational capability to learn and adapt to changing environmental factors
- Overcome the resistance to change through adequate education, communication, cooptation, coercion, or by selecting people who accept change
- Create a culture for change and innovation by encouraging experimentations and recognising failures as by-product of venturing into the unknown
- Recognise change management as a key issue in the strategy to develop the managers and the leaders of the organisation

Agenda

- Change as a daily challenge and the need for a new leadership
- Learning from change management theories
- How individuals face change
- Processes and techniques to manage change
- Leading Change for Digital transformation
- Bibliography and further material

Bibliography

- Kotter J.P., Schlesinger L.A. (2008) Choosing Strategies for Change , Harvard Business Review, 86(7(7)): 1–12
- Kotter J.P. (2007) Leading Change: Why Transformation Efforts Fail, Harvard Business Review, 85(1): 1–11
- Kotter J.P. (2012) Accelerate!, Harvard Business Review, 90(11): 1–14
- Robbins S.P., Judge T.A. (2013) Organizational Behavior (15th Edition), New York (NY): Pearson — Chapter 18
- Sirkin H., Leenan P., Jacson A. (2005) The Hard Side of Change Management, Harvard Business Review, 83(10): 1–10

Further Material

- Lewin K. (1947) Frontiers in Group Dynamics: Concepts, Method and Reality in Social Science; Social Equilibria and Social Change, Human Relations, 1(1): 5–41
- Kreitner R., Kinicki A. (2013) Organizational Behavior (10th Edition), New York (NY): McGraw-Hill
- Kotter J., Rathgeber H., Mueller P., Johnson S. (2006) Our Iceberg Is Melting: Changing and Succeeding Under Any Conditions, New York (NY): St. Martin's Press
- Mueller-Ebstein M. (2012) Lead and Be the Change. TEDXRainer, http://j.mp/TED_Mueller_2012
- Senge P.M. (1990) The Fifth Discipline: The Art and Practice of the Learning Organization, New York (NY): Doubleday Business
- Sinek S. (2009) How Great Leaders Inspire Action, TEDXPugetSound, http://j.mp/TED_Sinek_2009



 POLITECNICO DI MILANO

 Leadership and Innovation



Module on Leadership

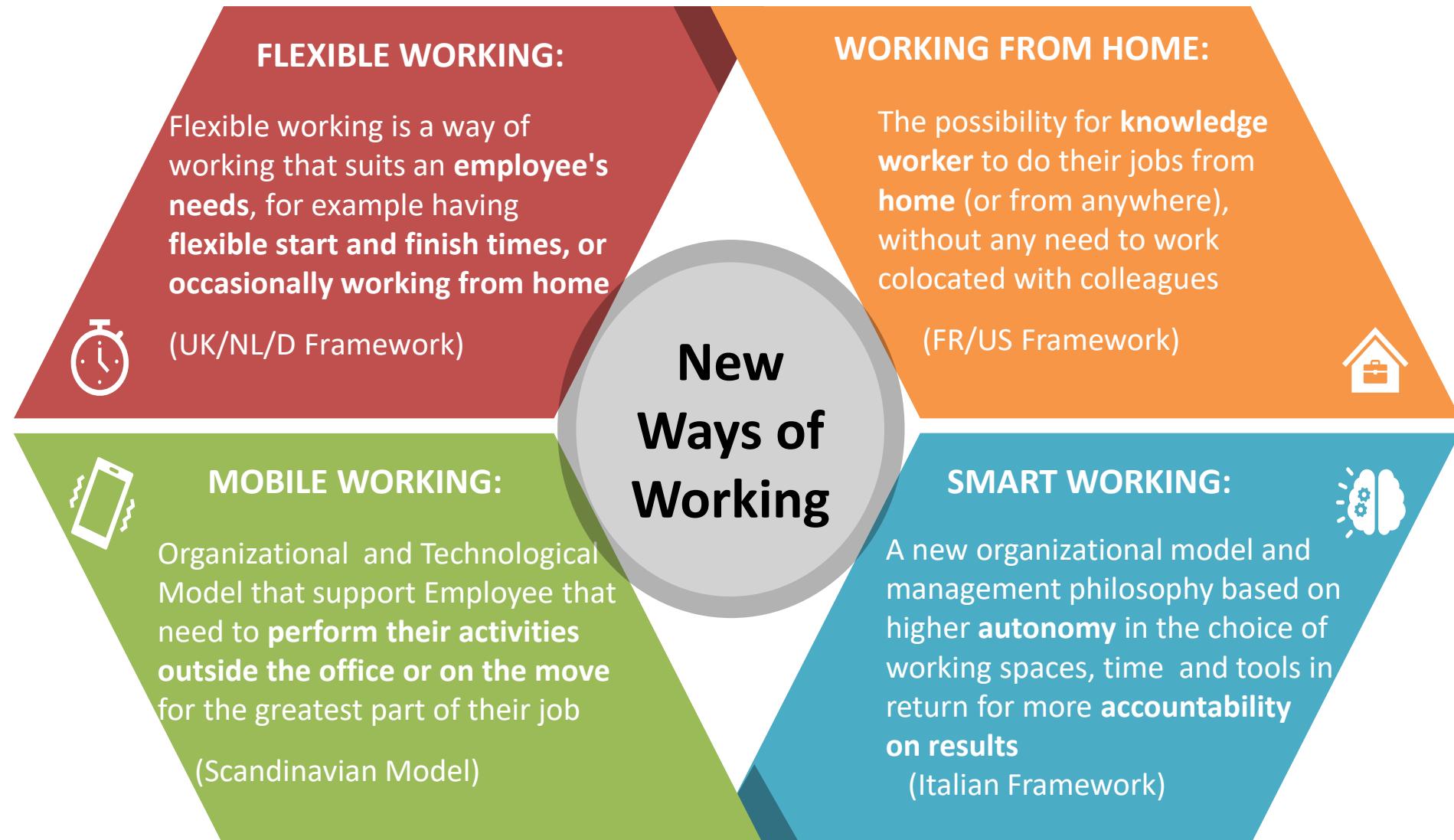
New ways of working and emerging leadership styles

Mariano Corso

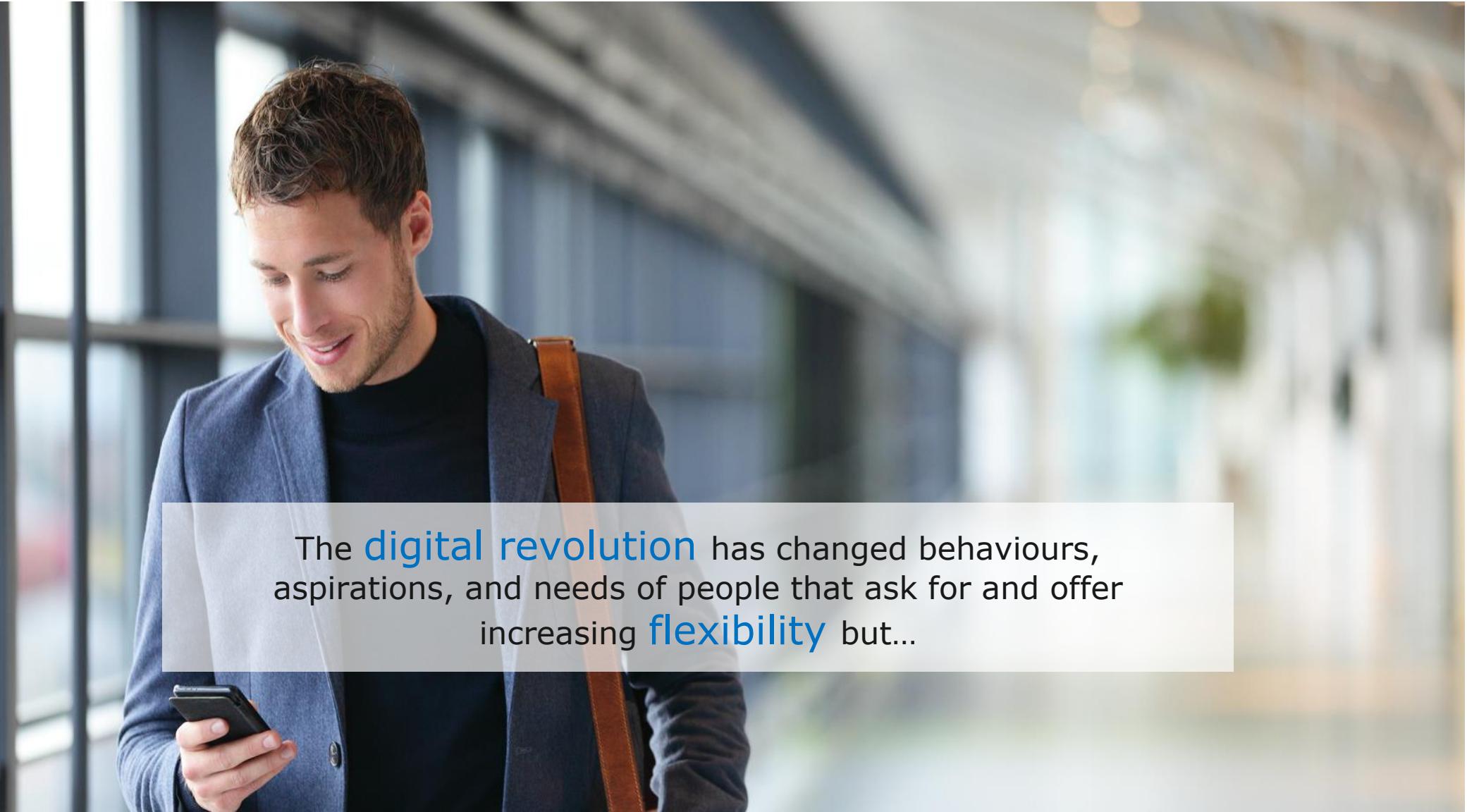
Agenda

- The Smart Working Framework
- Smart Working leadership journey
- Pilot Cases
- The effects of Covid on the ways of working
- Smart Working: three levels of challenge
- Smart Working design for project work teams
- References and further readings

Different words to explain the evolution of working model



What does Working “Smart” Really Mean?



The **digital revolution** has changed behaviours, aspirations, and needs of people that ask for and offer increasing **flexibility** but...

What does Working “Smart” Really Mean?



... work organization has remained **inflexible**, stuck on stereotypes and prejudices of a technological era that no longer exists!

... a growing sense of frustration among people!



... a growing sense of frustration among people!



***WHAT DO WE DO IN
OUR WORK THAT IS
NOT SMART?***

Is it smart fighting with traffic jam every day?



Is it smart the way we use physical spaces?



Is it smart the way we organise meetings?

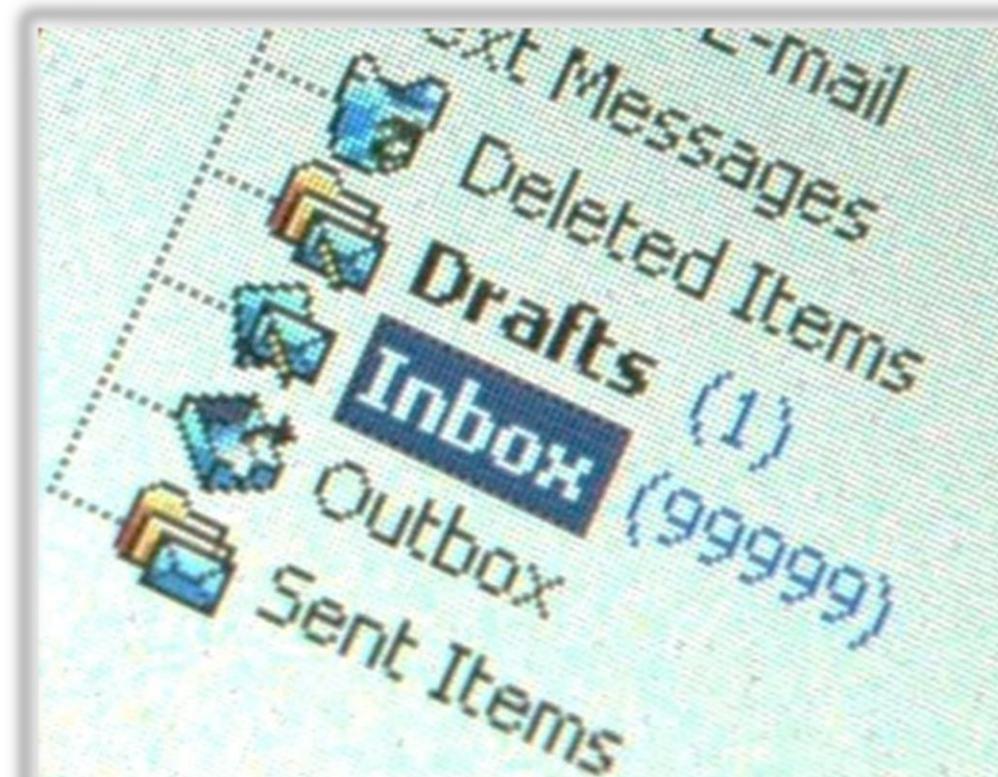


And is our management style smart at all?



***AND BY THE WAY ...
IS THE WAY WE USE
DIGITAL COLLABORATION
TODAY SMART AT ALL?***

Is it smart the way we use mail?



Is it smart the way we organise our video conferences?



What Smart Working *should NOT* be

Working **from home**

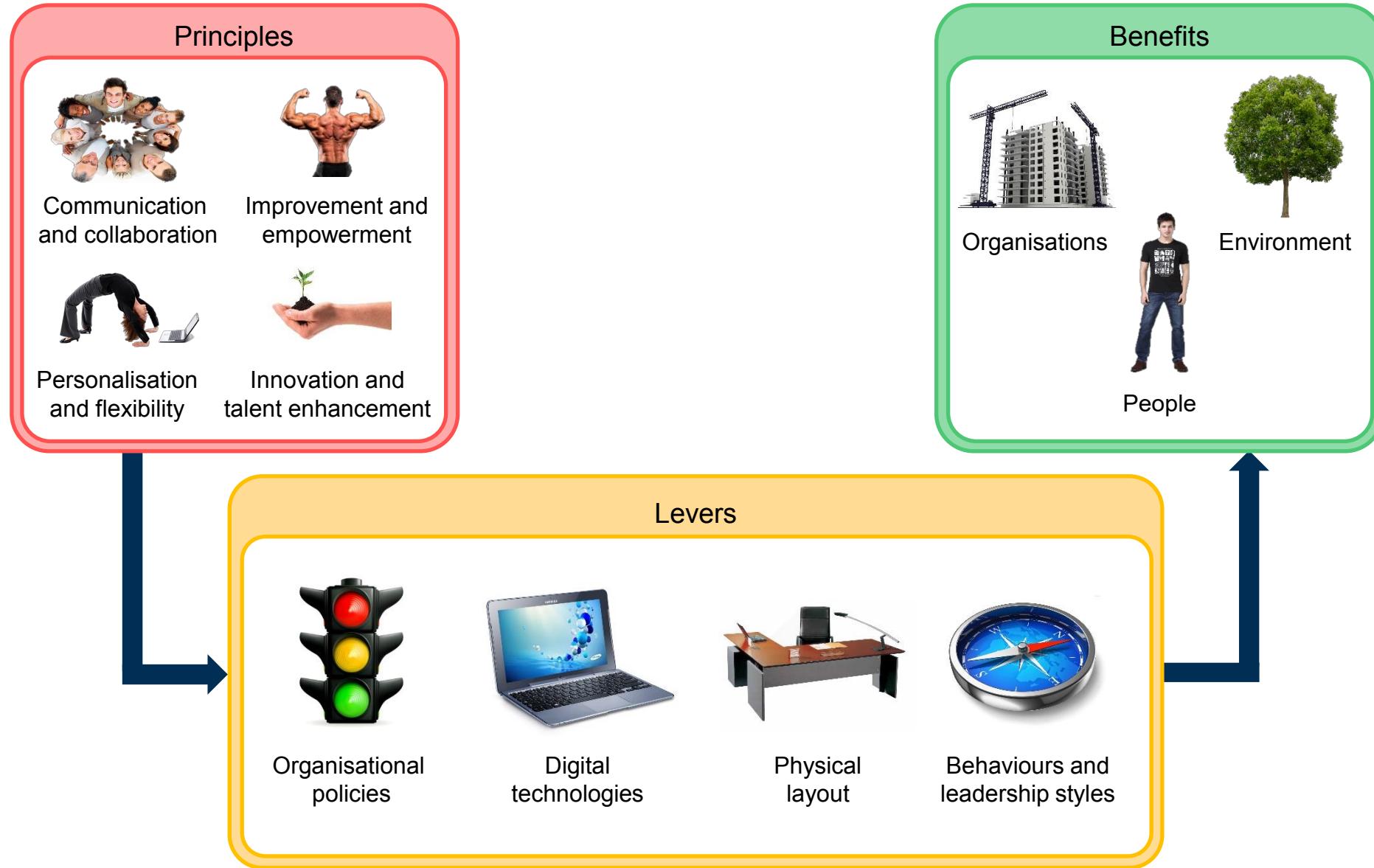
An **welfare measure** to protect workers in need or
to deal with emergencies

Manage people **remotely** through technologies

What Smart Working **should** be

A new **organisational model** based on high
flexibility and **autonomy** in the choice of working
spaces, time and **tools** in return for more
accountability on results

The Smart Working framework



Old Principles for Organising Working Activities

Hierarchy



Formalisation and stability



Rules and procedures



Obedience and subordination



New Principles for Organising Working Activities

Collaboration and communication



Improvement and empowerment



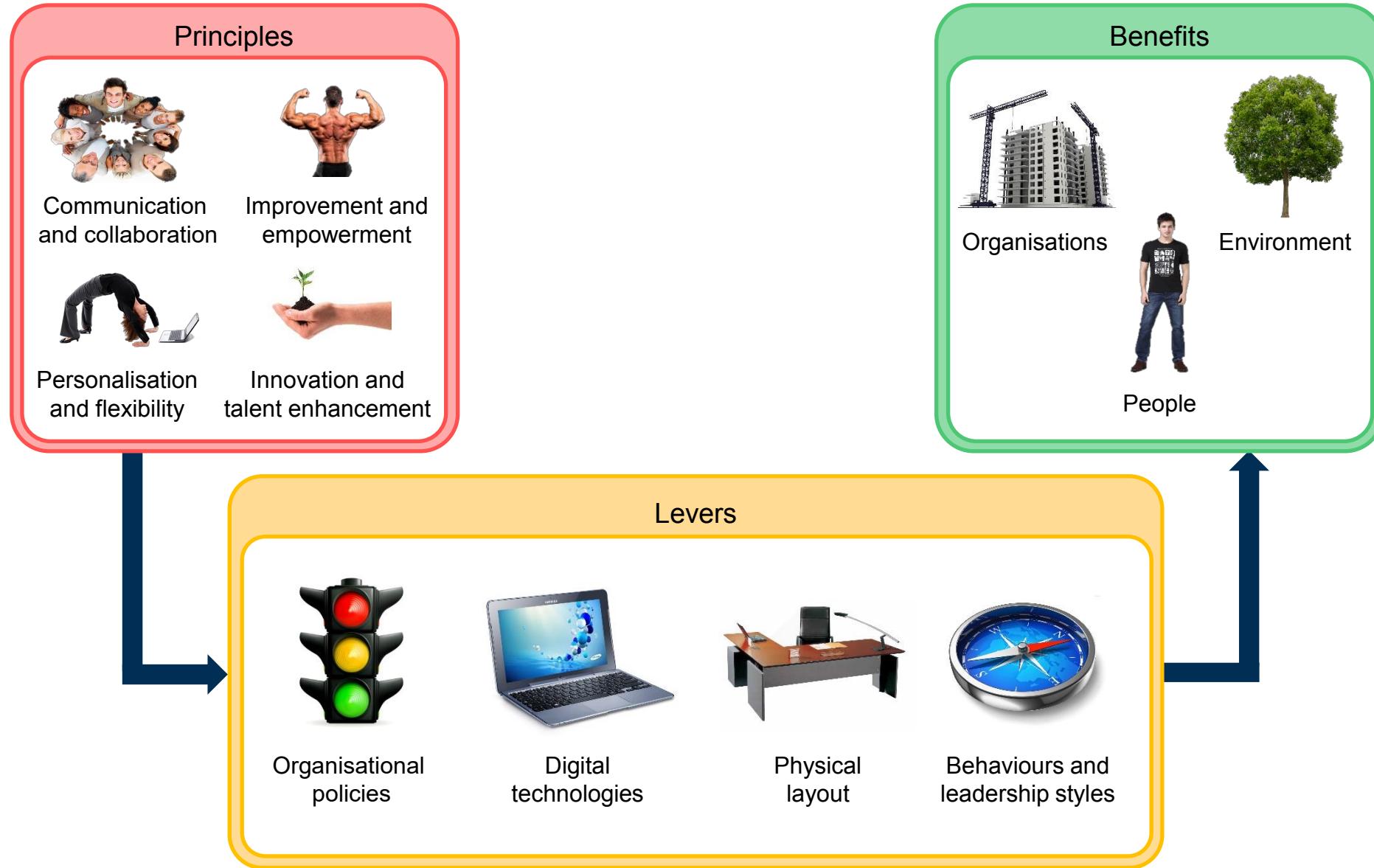
Personalisation and flexibility



Innovation and talent enhancement



The Smart Working framework



Organisational policies

Work time flexibility



Work space flexibility



Tool choice flexibility



Organisational
policies



Digital
technologies

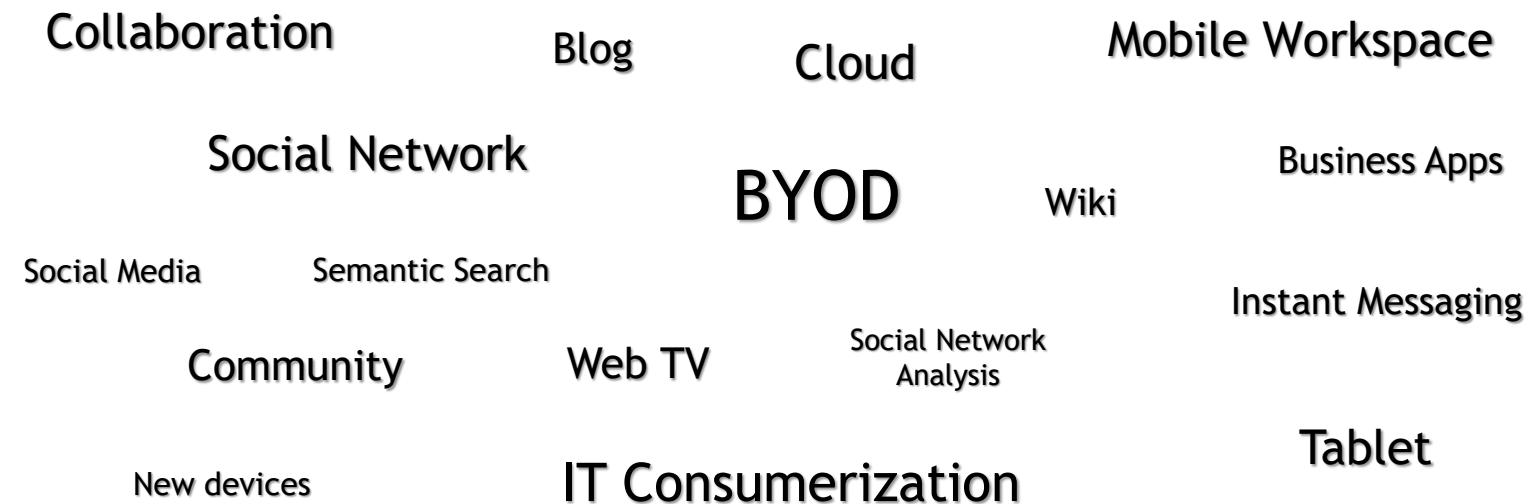


Physical
layout



Behaviours and
leadership styles

Digital technologies



Organisational
policies



Digital
technologies



Physical
layout



Behaviours and
leadership styles

Physical layout

Collaboration



Group discussions
Presentations
Audio / video conf
Brainstorming

Communication



Face-to-face and virtual communication
Acoustic isolation

Concentration



Individual work
Closed and calm place

Contemplation



Relaxing and cozy
Energetic
Inspiring
Creative



Organisational policies



Digital technologies



Physical layout



Behaviours and leadership styles

Behaviors and leadership styles



Sense of Community



Empowerment



Flexibility



Virtuality



Organisational
policies



Digital
technologies



Physical
layout



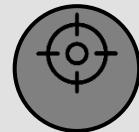
Behaviours and
leadership styles

The regulatory context in Italy: Law n°81/2017 on Agile Work

AGILE WORK

Modality of execution of the employment relationship established by agreement between the parties, also with forms of organization by phases, cycles and objectives and without precise constraints of time or place of work, with the possibility of using technological tools for carrying out work activities.

Law n°81/2017



GOAL

Increase **competitiveness** and **facilitate** work-life balance



TIME AND PLACES

It is carried out **partly inside company premises** and **partly outside** without a fixed workstation, **within the only limits of maximum daily and weekly working hours** deriving from laws and from collective negotiations

The regulatory context in Italy: Law n°81/2017 on Agile Work

AGILE WORK

Modality of execution of the employment relationship established by agreement between the parties, also with forms of organization by phases, cycles and objectives and without precise constraints of time or place of work, with the possibility of using technological tools for carrying out work activities.

Law n°81/2017



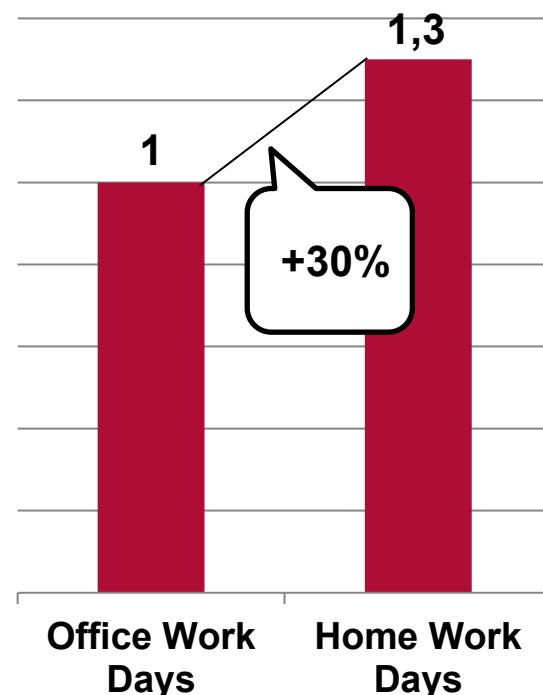
INDIVIDUAL AGREEMENT

- Stipulated in writing [...] may be for fixed term or for indefinite period [...] regulates the performance of work outside company premises, also regarding forms of exercise of the employer's management power and the tools used by workers
- It identifies resting times of workers as well as technical and organizational measures needed to ensure disconnection of workers from technological instruments of work
- It is subjected to compulsory INAIL communications
- Withdrawal: with a notice period of no less than thirty days
- Identifies conduct linked to the performance of work outside company premises, which gives rise to the application of disciplinary sanctions

THE BENEFITS: case studies

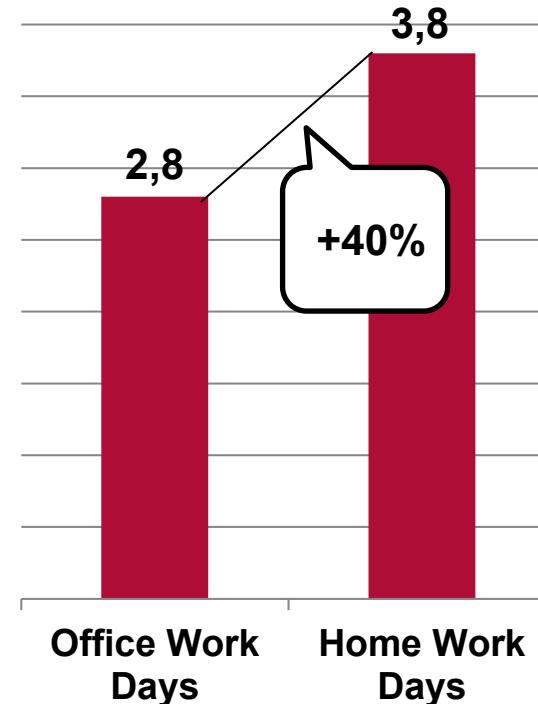
IT Business Analyst

average closed
requests/ day
per person



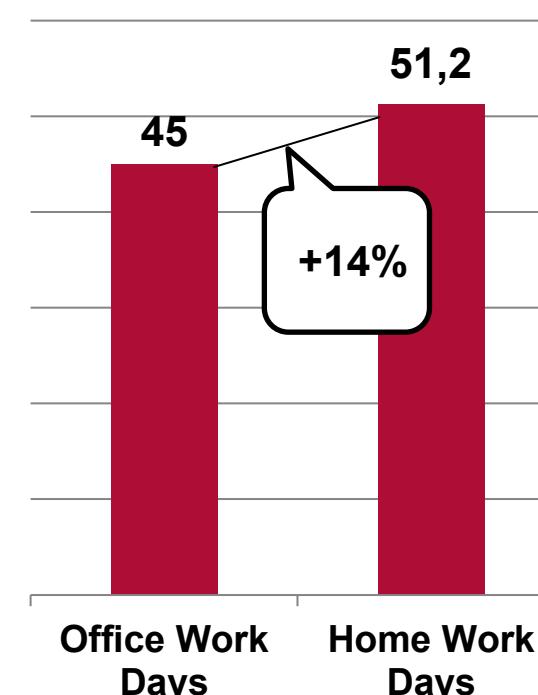
Help Desk IT

average closed
requests/ day
per person



Accounts Payable

average registered
documents/ day
per person



THE BENEFITS: case studies



TEAM	Activity	Baseline	October-May	% variation
Account Receivable Agents	Payment of commissions Life	5 working days after receiving the data	3 working days	- 40% of time
	Preparatory activities to the closing and prospects at the end of the month	Within the first 15 days of the month	Within the first 10 days of the month	-34% of time
Account Payable	Control of outsourcer suppliers	20 hours per month	14 hours per month	- 30% of time
	Increasing control over the payments	3000 positions in 1 hour	4000 positions in 1 hour	+ 33% of managed volumes
Cash & Bank	Banking reconciliation	6 hours	4 hours	-33% of time

THE BENEFITS: case studies



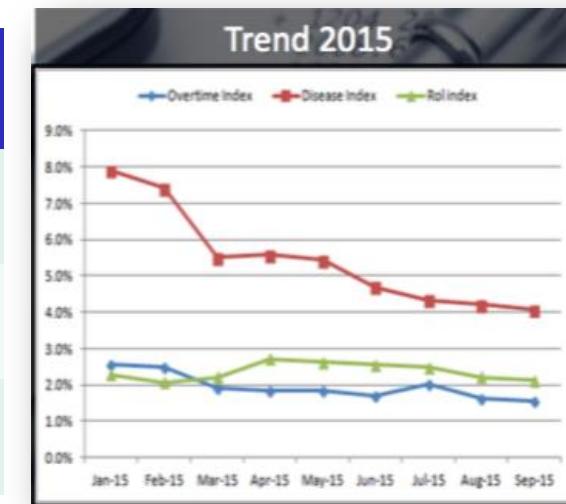
Engagement: NPS 10 months after the experimentation
from 38% to 56%



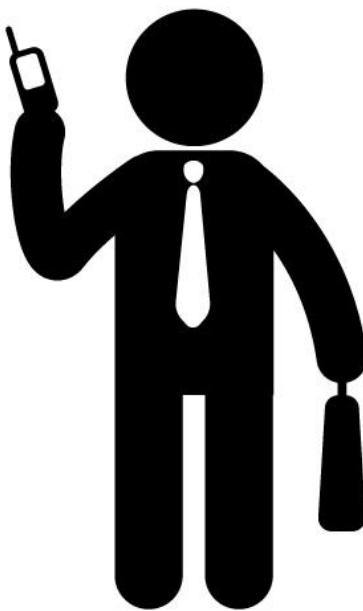
Engagement: NPS +30% in 1 year

Firm within the finance sector

Indicators	Sep'15	Var. vs '14 (full year)
Overtime	1.6%	- 48%
Illness rate	5.1%	- 6%
Work permit	2.1%	- 20%



THE BENEFITS: case studies



Productivity

+ 15%

Commuting

1 hour/day

40 km/day

70% of potential
smart worker



1 day per week



13,7 billion €

~ 40 hours/year



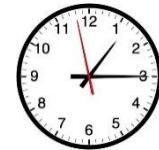
**~ 136 kg
CO₂/year**



Benefits Associated to Smart Working



People *



150
hours/year
saved



1600
euros/year
saved



Satisfaction
motivation



Organisations *



+20%
Employees'
productivity



-30%
Costs for
spaces



-70%
Absenteeism
rate



Environment *



-371 kg
Emission of
 CO_2 per year



1
Tree/person to
not be replanted

[SWO, 2014]

* = The benefits have been calculated under the hypothesis of 2 days of remote work per week



Is there a
dark side
of
Smart
Working?

The hidden side of Smart Working

False myths

- People take advantage of it
- SW produces isolation
- SW is only for those who cannot work at home
- I won't find a desk when I'll go to the office



Actual issues

- Maturity and discipline are necessary
- Work intensification issues
- Technology often is a false commodity
- Important planning and coordinating efforts

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Smart Working leadership journey



Sense of Community



Empowerment



Flexibility



Virtuality



Organisational
policies



Digital
technologies



Physical
layout



Behaviours and
leadership styles

Sense of community

Sense of belonging and trust among people

Shared cultural values, vision and goals

Adoption of collaborative behaviours

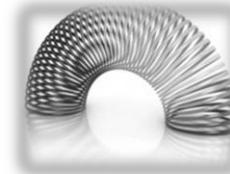
Collaborative Working across internal and external networks



Sense of Community



Empowerment

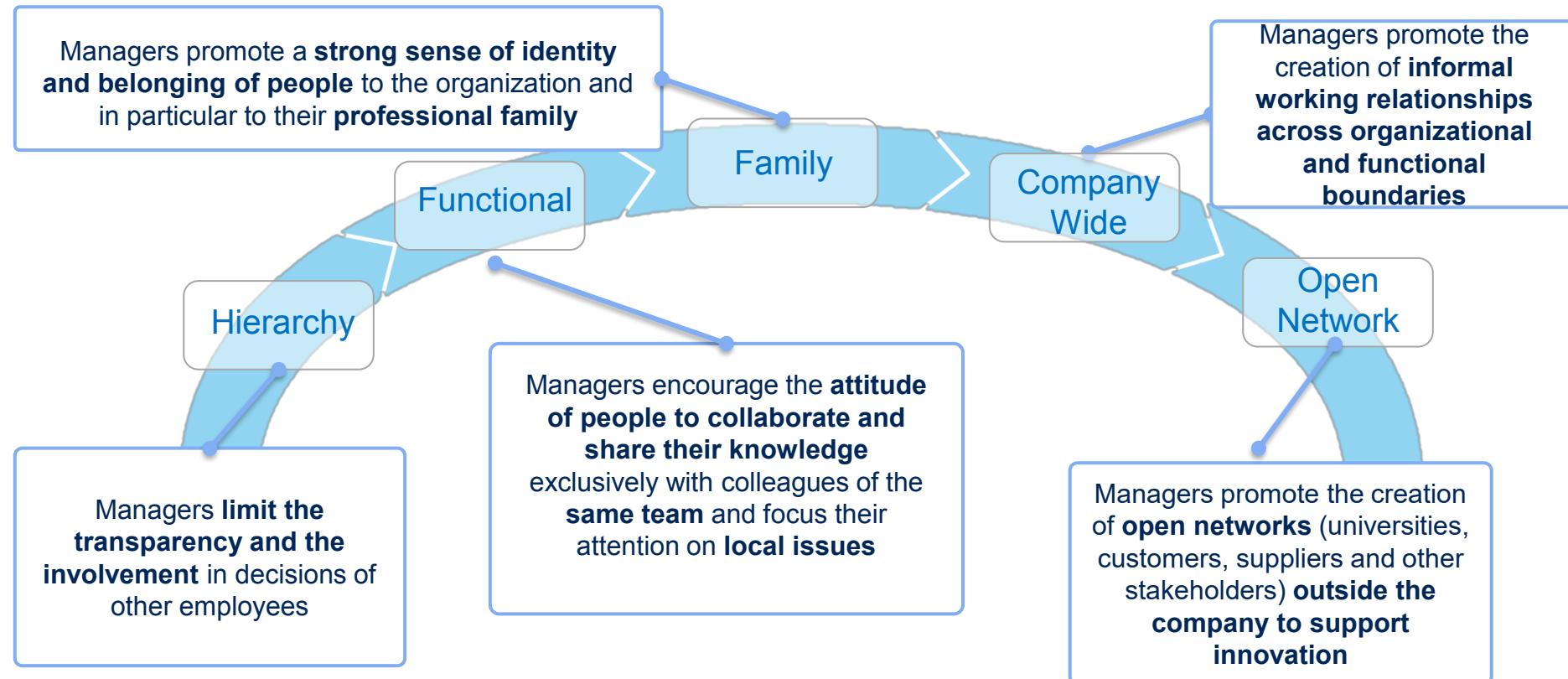


Flexibility



Virtuality

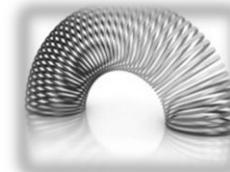
Sense of community



Sense of Community



Empowerment



Flexibility



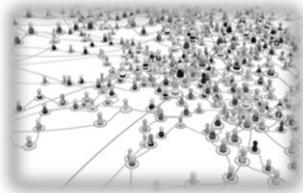
Virtuality

Empowerment

Accountability on individual and company goals

Collaborative definition of goals

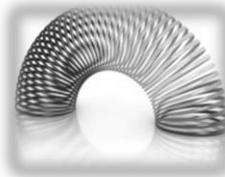
Results based management



Sense of Community



Empowerment



Flexibility



Virtuality

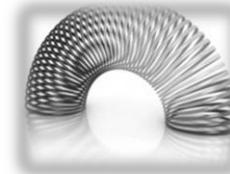
Empowerment



Sense of Community



Empowerment



Flexibility

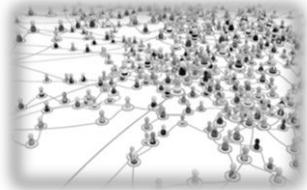


Virtuality

Flexibility

Flexible organization of activities

Adaptive balancing of work and personal needs



Sense of Community



Empowerment

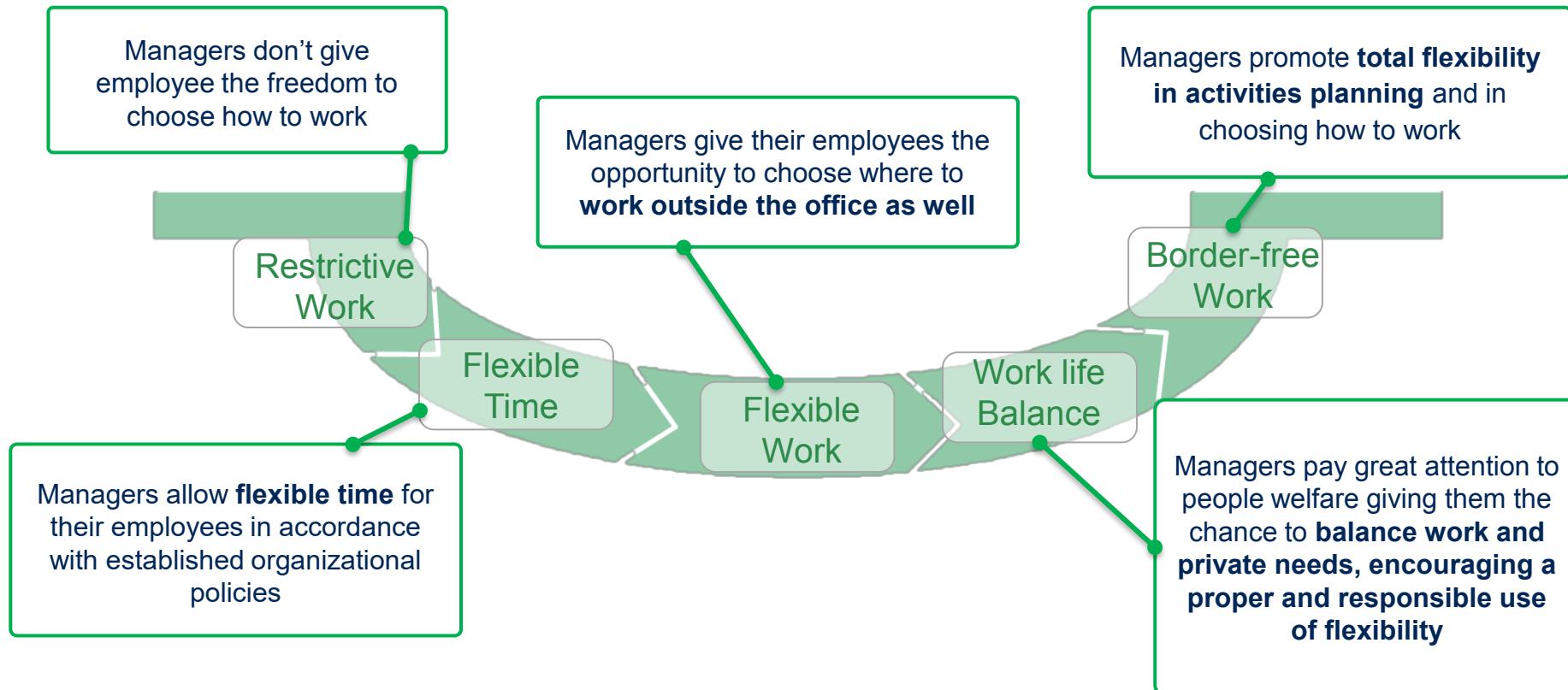


Flexibility



Virtuality

Flexibility



Sense of Community



Empowerment



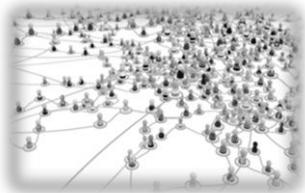
Flexibility



Virtuality

Virtuality

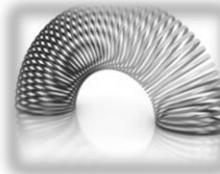
The right mix of digital technology and physical interaction that is consistent with objectives and types of activities



Sense of Community



Empowerment

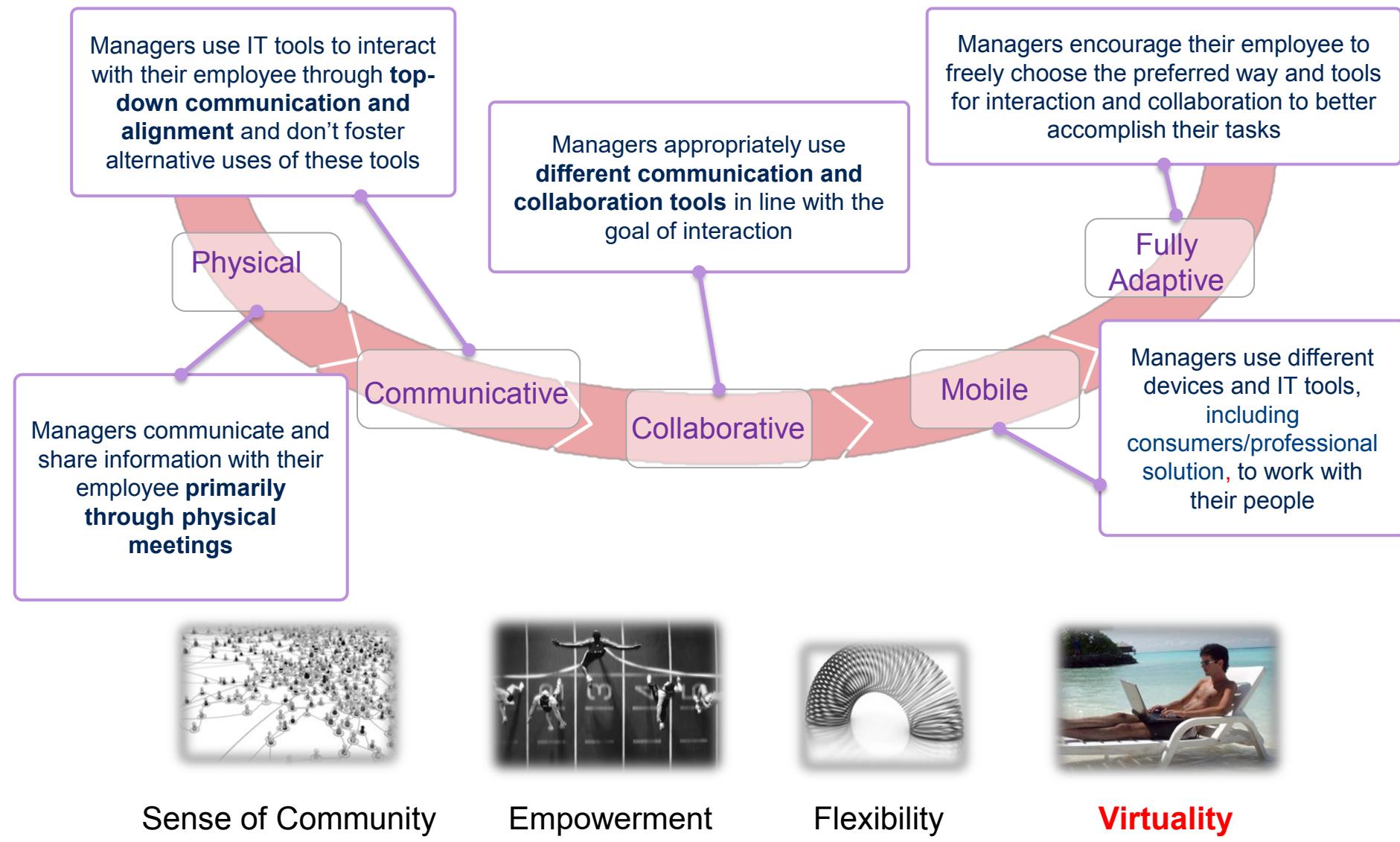


Flexibility

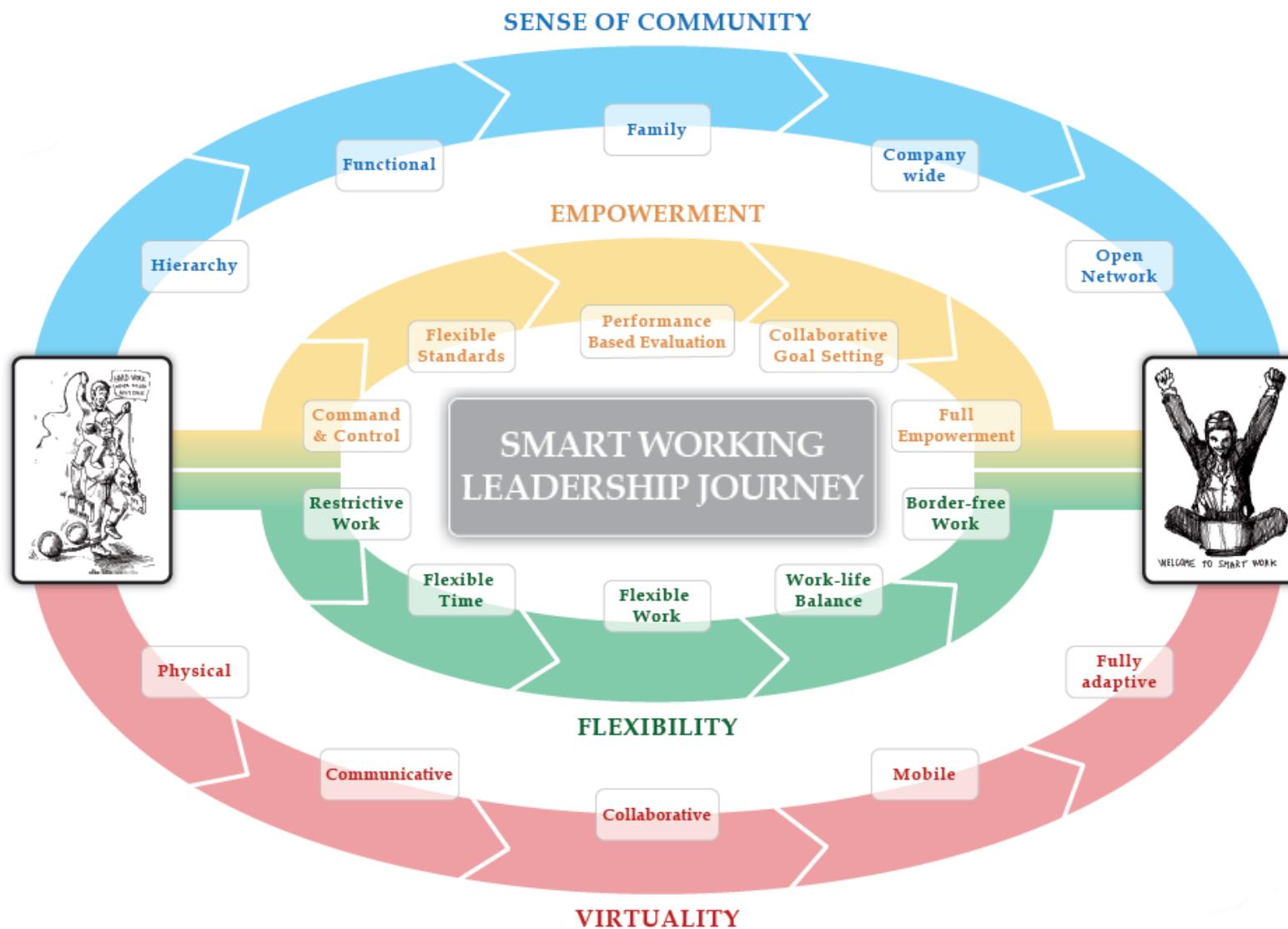


Virtuality

Virtuality



Smart Working leadership journey



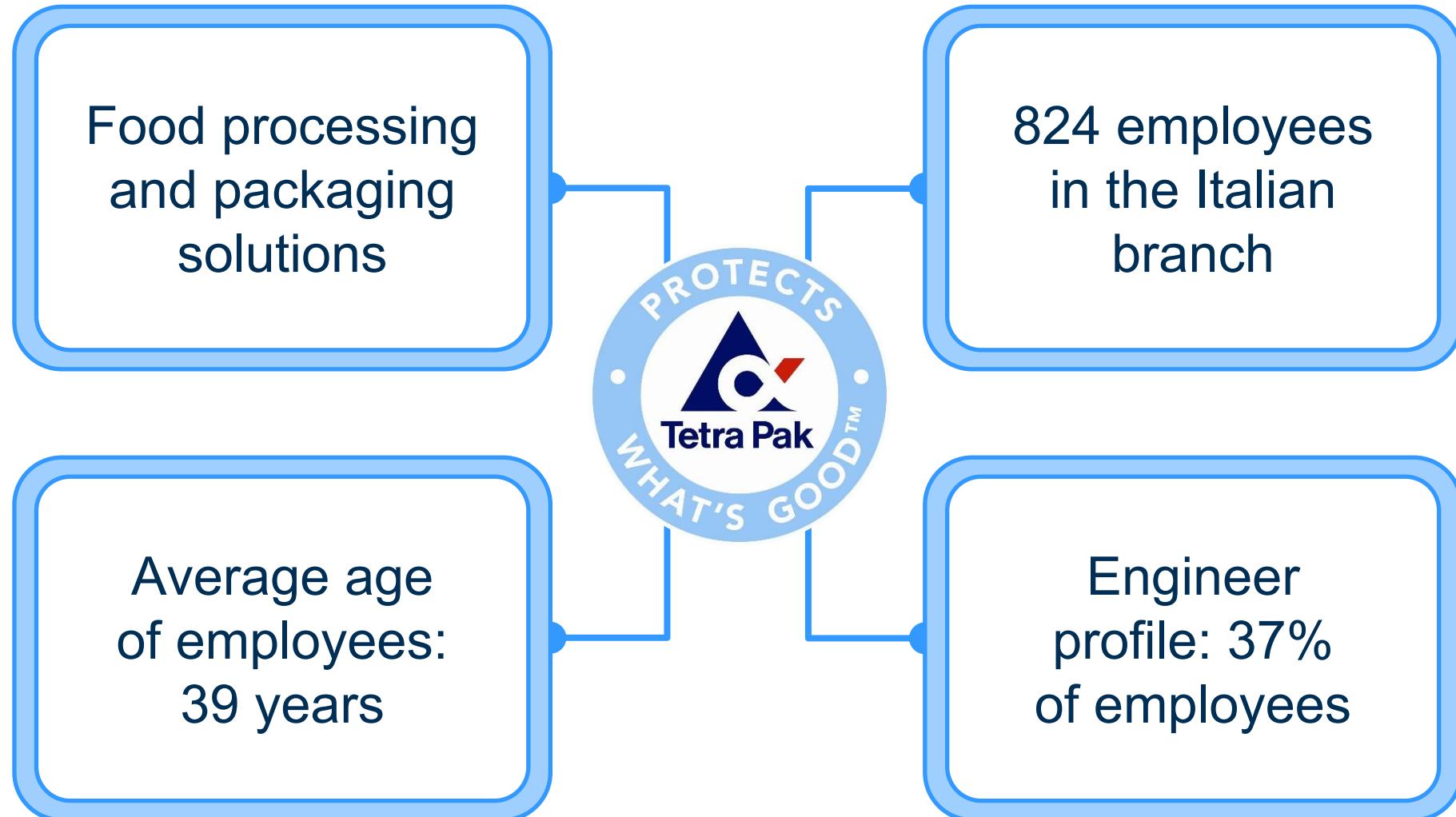
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The Tetra Pak Case



The Tetra Pak Case



The Tetra Pak Case





Gianmaurizio
Cazzaroli

HR, IT and
Site Manager

TetraPak
Italy

The Tetra Pak Case



Physical workplace layout



Transparency and acoustic isolation



A photograph of a modern office hallway. The walls and partitions are made of clear glass, reflecting the interior and the hallway beyond. The ceiling is white with a grid of linear fluorescent light fixtures. The floor is a light-colored polished concrete. In the foreground, there are several office cubicles or workstations. One station has a computer monitor, a keyboard, and some papers. Another station further back has a potted plant. The overall atmosphere is clean, bright, and professional.

Building
automation

Dematerialisation and document logistics



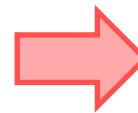
The Tetra Pak Case



=



3.9 Million
sheets per year

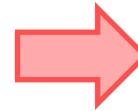


326 trees

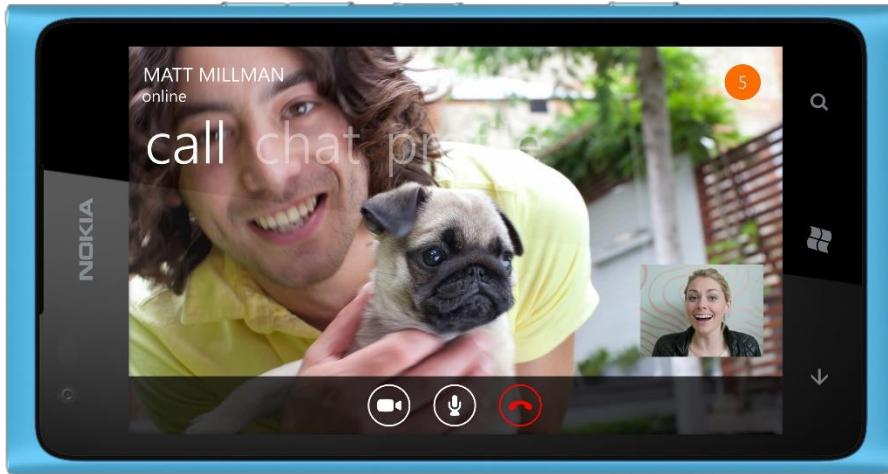


**Saved
Paper 41%**

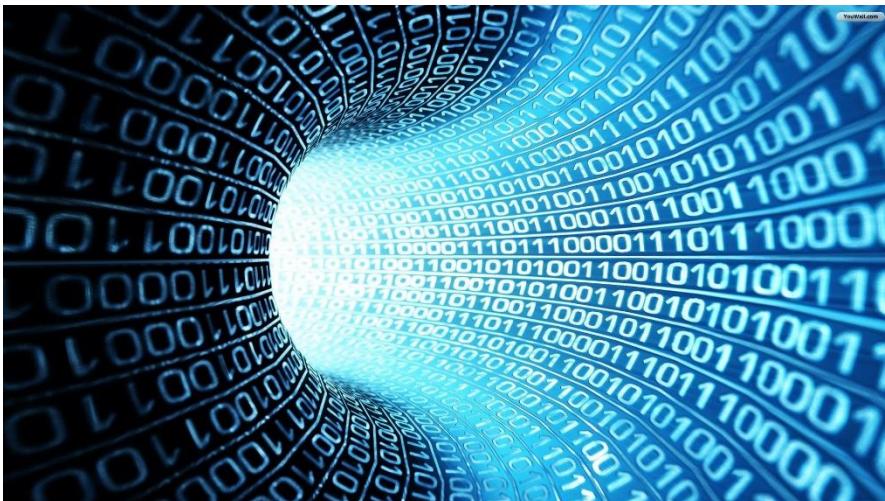
Pull print and digital archives



The Tetra Pak Case



Supportive digital technologies



The Tetra Pak Case



HR practices and organisational model



A photograph of a man sitting in a white deck chair on a sandy beach, facing a bright blue lagoon. He is shirtless, wearing sunglasses, and looking towards the water. A silver laptop is open on his lap, and his hands are visible on the keyboard. In the background, there's a small, rocky island with a thatched-roof hut. The sky is clear and blue.

Team and individuals
Autonomy and Accountability

Self-certification of working hours



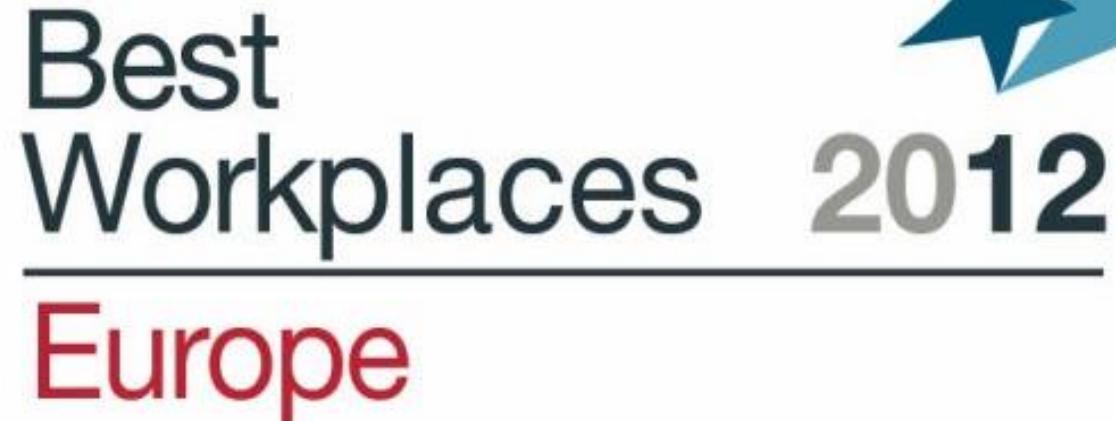
A wide-angle photograph of a modern, well-lit children's playroom or nursery. The room features light-colored wooden walls and ceiling, with large windows providing natural light. In the foreground, two young children are sitting in a large, yellow, rounded seating area filled with colorful balls. In the background, there are several sets of small, light-colored tables and chairs arranged for children. A person is visible in the distance near the windows. The overall atmosphere is bright, airy, and designed for children.

Corporate benefits

The Tetra Pak Case



First place



First place



Special award: working conditions and social awareness

The Tetra Pak Case



The Plantronics case



New rules for increasing working efficiency and virtual collaboration through digital tools



Philip Vanhoutte, Managing Director EMEA
Author of "The Smarter Working Manifesto"



The Plantronics case

plantronics®





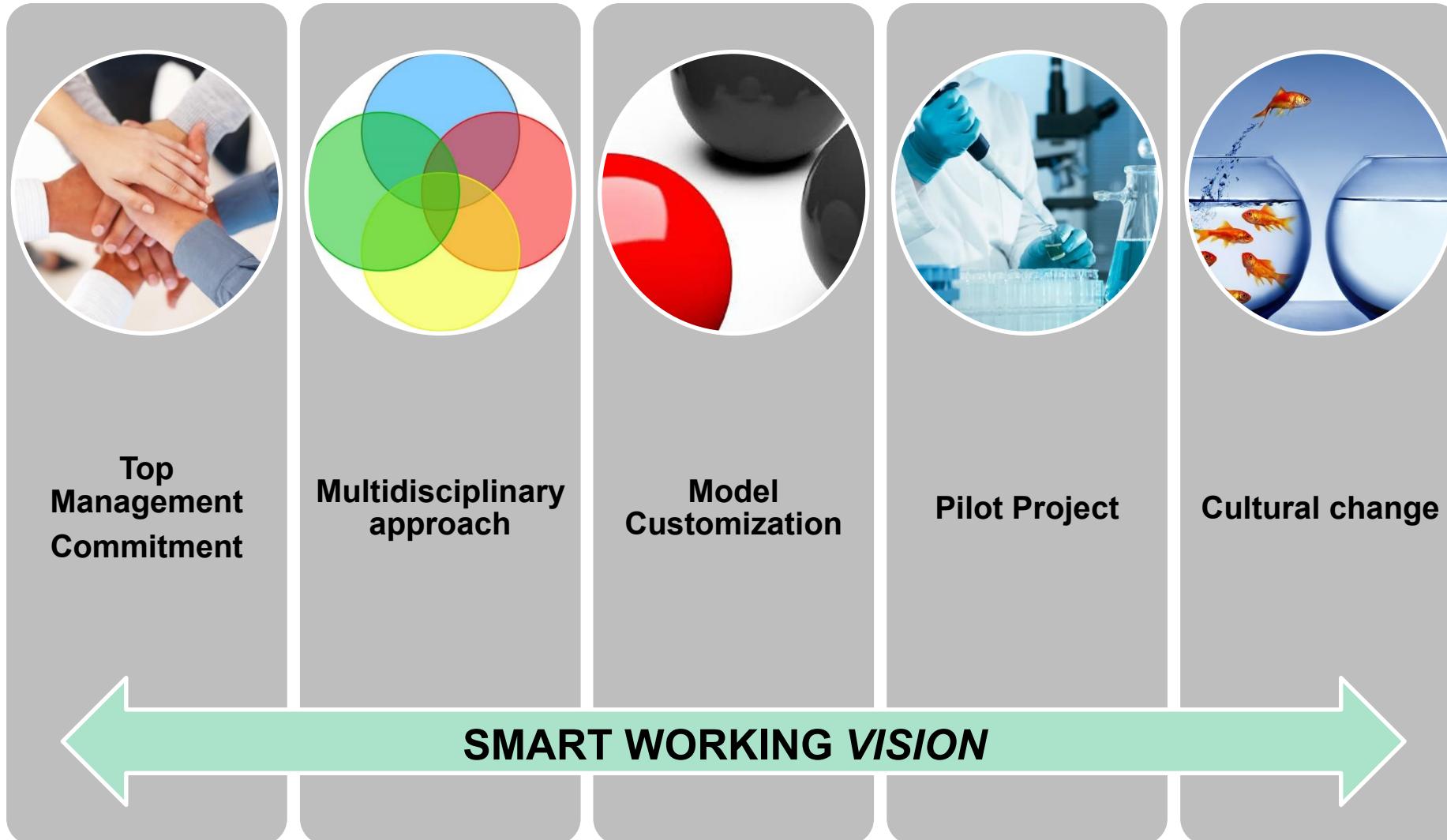
Worldwide experience

Culture of example by the Management

***Introduction of a
“Smart Working Discipline” to
collaborate and communicate virtually***



Smart Working Project: success factors



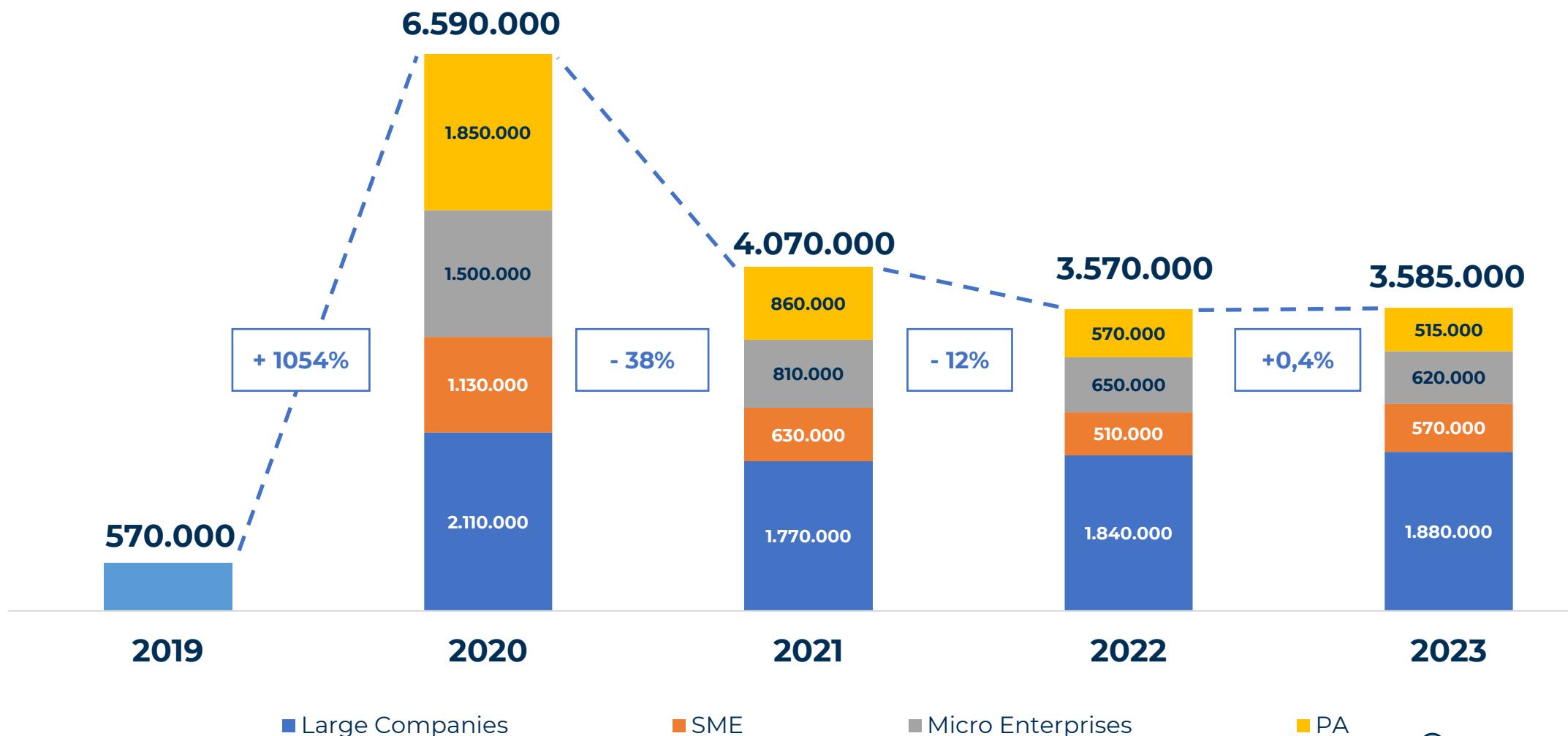
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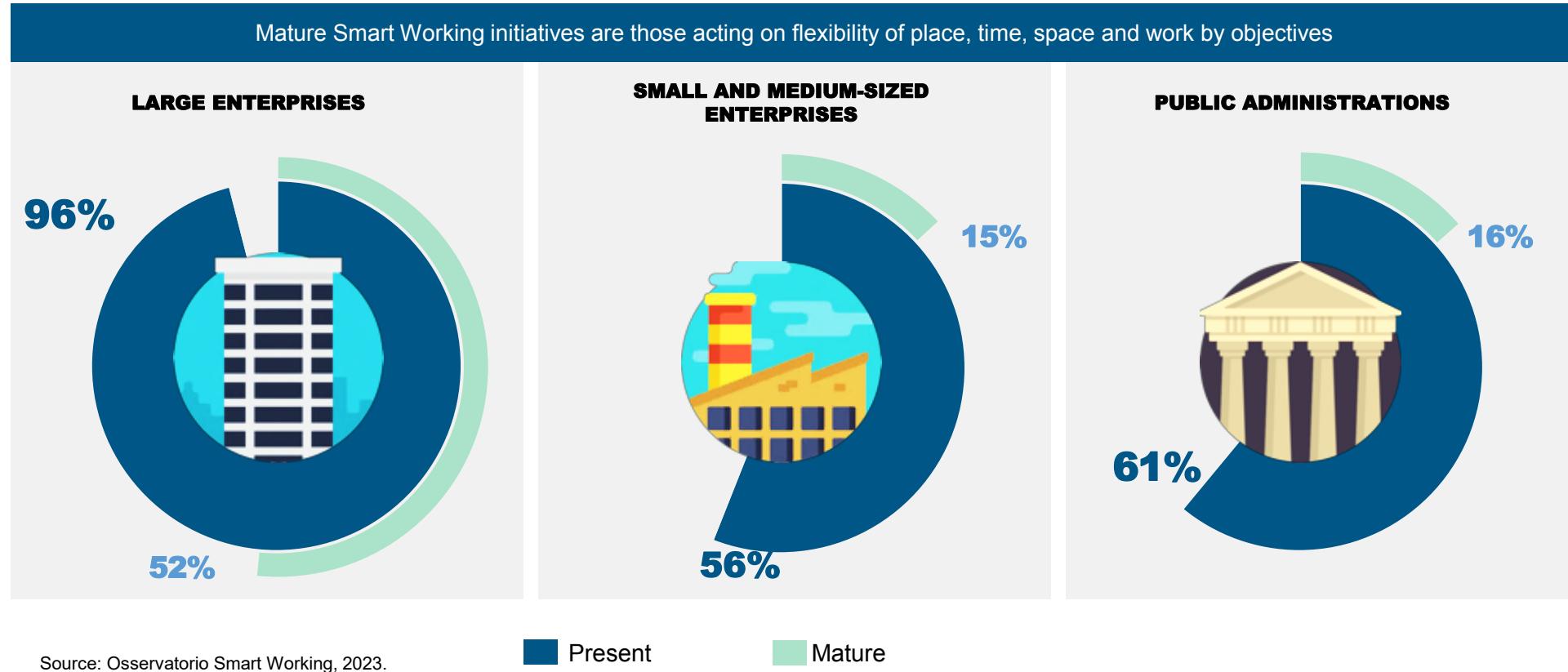
And then Covid-19 arrived!



Remote workers in Italy before and after the pandemic



Smart Working initiatives in organizations



The impact on media



Addio ufficio, con il coronavirus la Repubblica Milano lavora da casa

Una giornata a Citylife, nelle torri di Generali, dove l'epidemia ha accelerato l'attività da remoto e sm...

la Repubblica

Coronavirus, smart working applicabile subito: non servono accordi lavoratori azienda

In Gazzetta Ufficiale il decreto attivazione del lavoro da remoto nelle zone colpite dall'emergenza del crollo del Ponte Morandi di Genova. Mariano Corso (Polimi): "Ora siamo davanti a una sfida: trovare nuove soluzioni per la produzione, e sperimentare con successo la flessibilità"

Le previsioni
Secondo l'Osservatorio smart working del Polimi nel 2019 gli smart worker erano 570 mila, ma dopo l'emergenza sanitaria ci ritroveremo con numeri decuplicati, su cui peseranno sempre più anche la Pa e le Pmi

Lavoro da remoto per oltre 5 milioni di persone

Casi di contagi

Con la pandemia smart worker decuplicati

Le iniziative sulle tecnologie digitali per il lockdown

Vita da smart worker

Il primo lockdown

Milano, economia, servizi, business, smart working

Leadership & Innovation

© POLITECNICO DI MILANO

73



Harvard
Business
Review



PERSONNEL POLICIES

Our Work-from-Anywhere Future

by Prithwiraj (Raj) Choudhury

From the November–December 2020 Issue

Les Echos

À la une Idées Économie Politique Monde Tech-Médias Entreprises Bourse Finance - Marchés Régions Patrimoine Le Mag W-E

Le Cercle Leadership & management Blogs Livres Sciences & Prospectives Éditos & Analyses En Vue Le Crible

JE. TU. ELLE.
NOUS. VOUS. ELLES.

"Toujours plus haut"
La chaîne des femmes qui font bouger les lignes

Les Echos
ENTREPRENEURS

DÉCOUVREZ

TRIBUNE

Opinion | Télétravail : les secrets d'une organisation réussie

Le travail à distance a gagné en crédibilité avec la crise sanitaire, même si un certain nombre de failles sont à relever. Dans une tribune, Pascal Demurger, directeur général de la Maif, décline quatre impératifs pour organiser, dans les meilleures conditions possible, le travail à distance dans les entreprises.

DÉCOUVREZ

Dimanche 01 novembre 2020

THE WALL STREET JOURNAL.

English Edition ▾ | Print Edition | Video | Podcasts | Latest Headlines

Home World U.S. Politics Economy Business Tech Markets Opinion Life & Arts Real Estate WS

MANAGEMENT



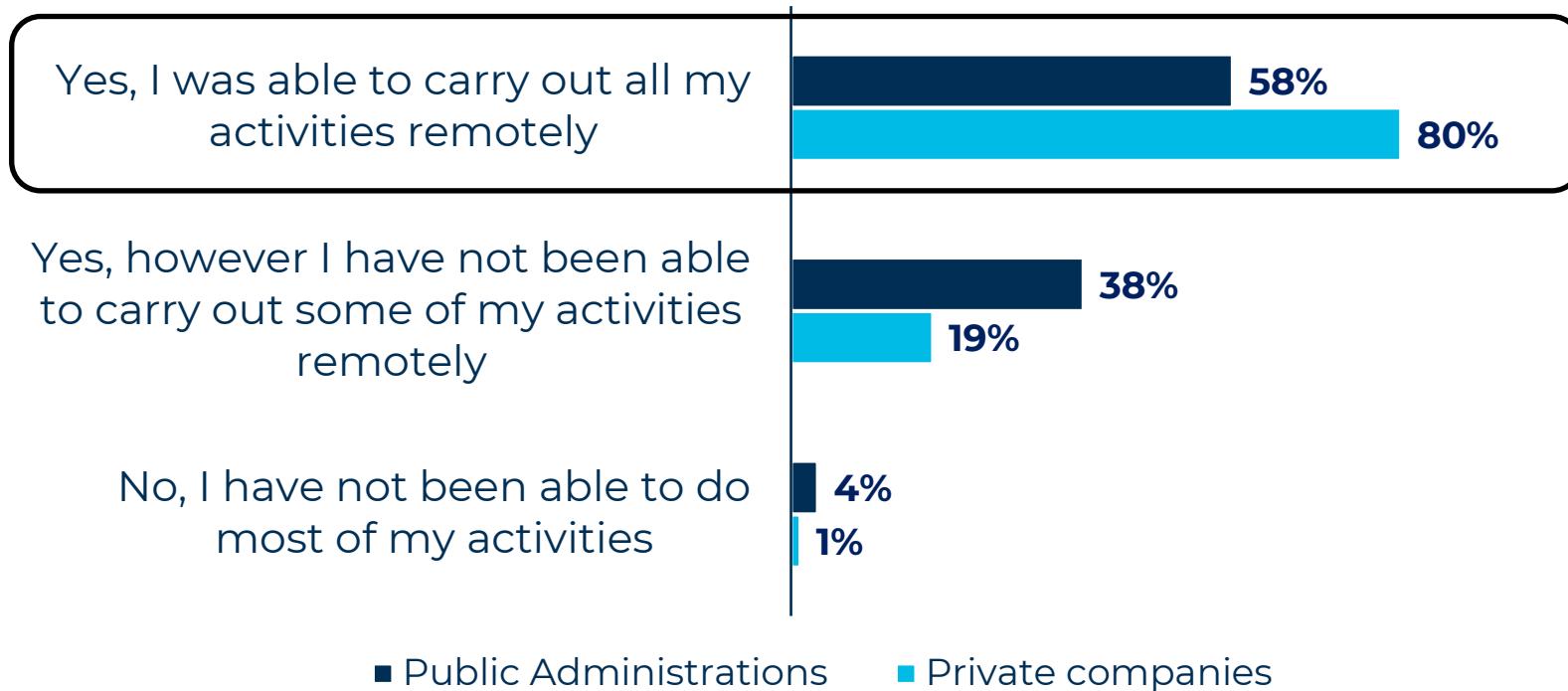
What CEOs Really Think About Remote Work

Top executives at Netflix, BlackRock and other companies weigh in on at-home arrangements, office reopenings and the future of work



Results: Resilience and Business Continuity

Do you think that remote work has ensured continuity in the performance of your work activities?



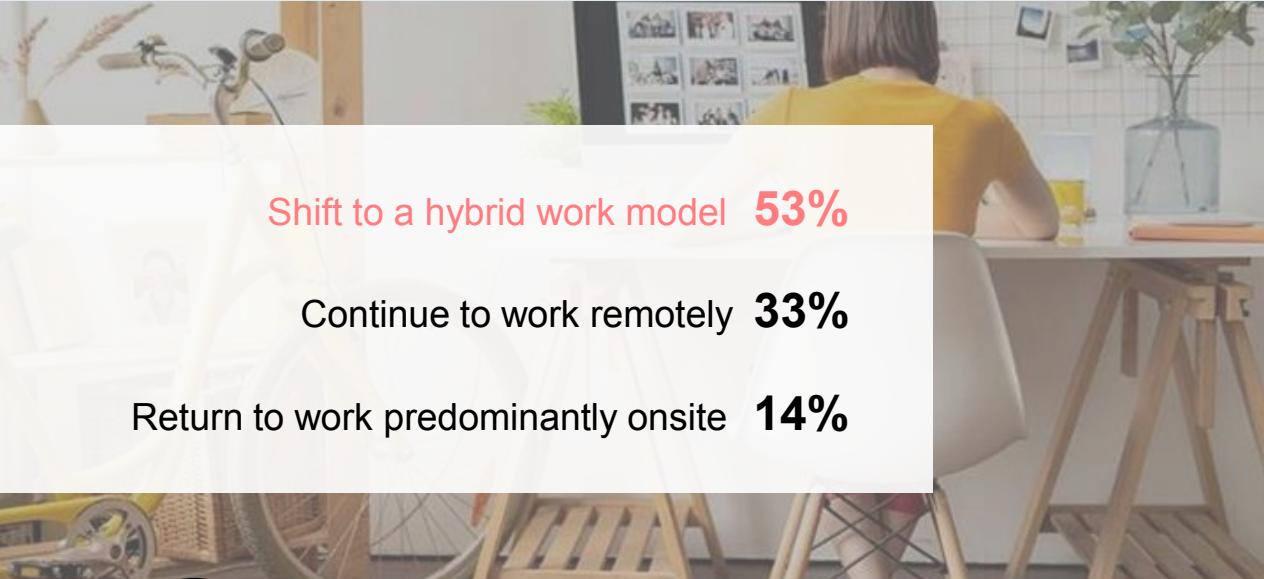
Sample: 3788 workers in private companies and 4526 workers in Public Administrations

**Workers who have experienced
Smart Working would like to...**

Shift to a hybrid work model **53%**

Continue to work remotely **33%**

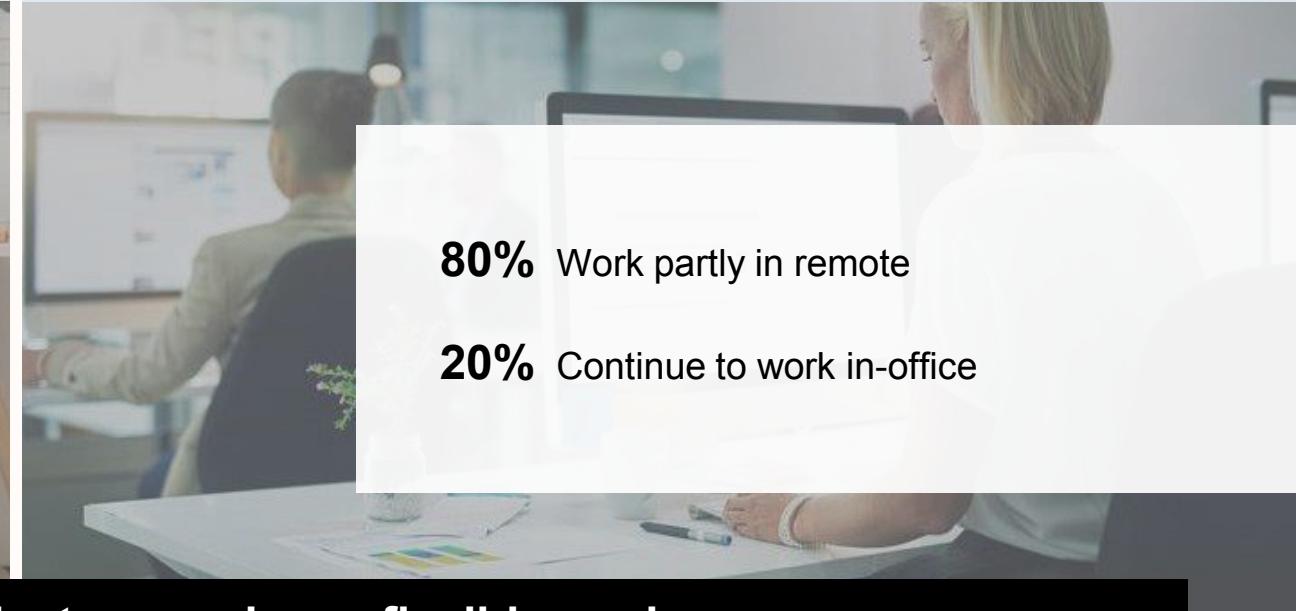
Return to work predominantly onsite **14%**



Other workers would like to...

80% Work partly in remote

20% Continue to work in-office



47% of workers would like to experience flexible work

That is, to **work for long periods of time in locations that are distant from**
one's primary residence and from the place of employment

Sample: 1002 workers (526 smart workers, 476 other workers)

The importance of the experience gained

How much do you think the experience of managing your work activities gained during this emergency will be valuable once you are back to normal?



Average evaluation:

8,35

Examples of lesson learned to be exploited for the future:

- Greater communication with colleagues
- More confidence
- Greater empowerment
- Better time management
- Overcoming the preconceptions and mistrust related to Smart Working even in the most resistant people
- Ecological impact (less traffic, less paper ...)

Sample: 8.314 workers

But did we really do Smart Working?

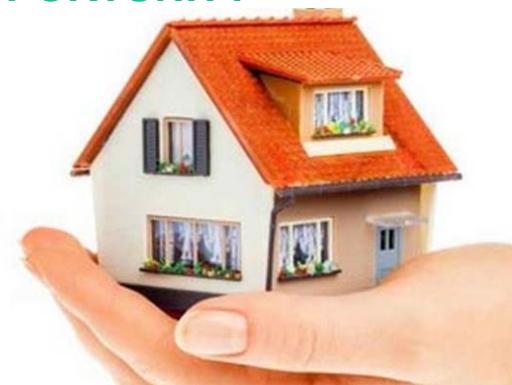
SMART WORKING

New **Organizational Model** characterized by higher **flexibility and autonomy** in the choice of working spaces, time and tools in return for more **accountability on results**

Expects that people **independently** choose the most suitable place and the ideal time to carry out a certain activity



**THERE IS NO OPPORTUNITY
TO CHOOSE**



But did we really do Smart Working?

SMART WORKING

New **Organizational Model** characterized by higher **flexibility** and **autonomy** in the choice of working spaces, time and tools in return for more **accountability on results**

It involves a **transformation of the organization's culture** and behavior and leadership styles and ways of "living" the job



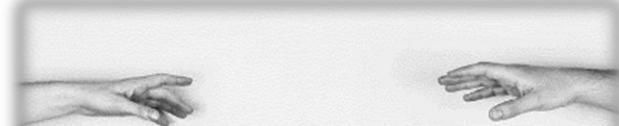
IT'S A PROCESS THAT
REQUIRES TIME



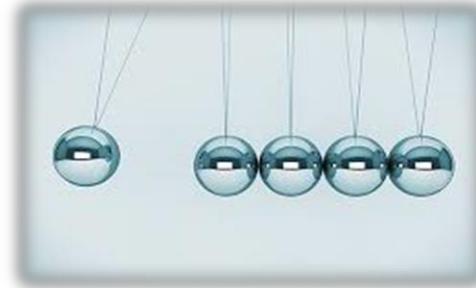
Smart Working and Covid-19

Flexible solution to ensure quickly and with **simplified** bureaucracy ...

PHYSICAL DISTANCE



BUSINESS CONTINUITY



Work spaces evolution towards hybrid models

The experience of working remotely has increased the perceived inadequacy of certain environments and debunked ineffective habits...

... But it has also made us miss gathering and socializing contexts that we took for granted

SEARCH FOR HYBRID MODELS



HYBRID & DUMB

(Conventional, Rigid, Homologated)

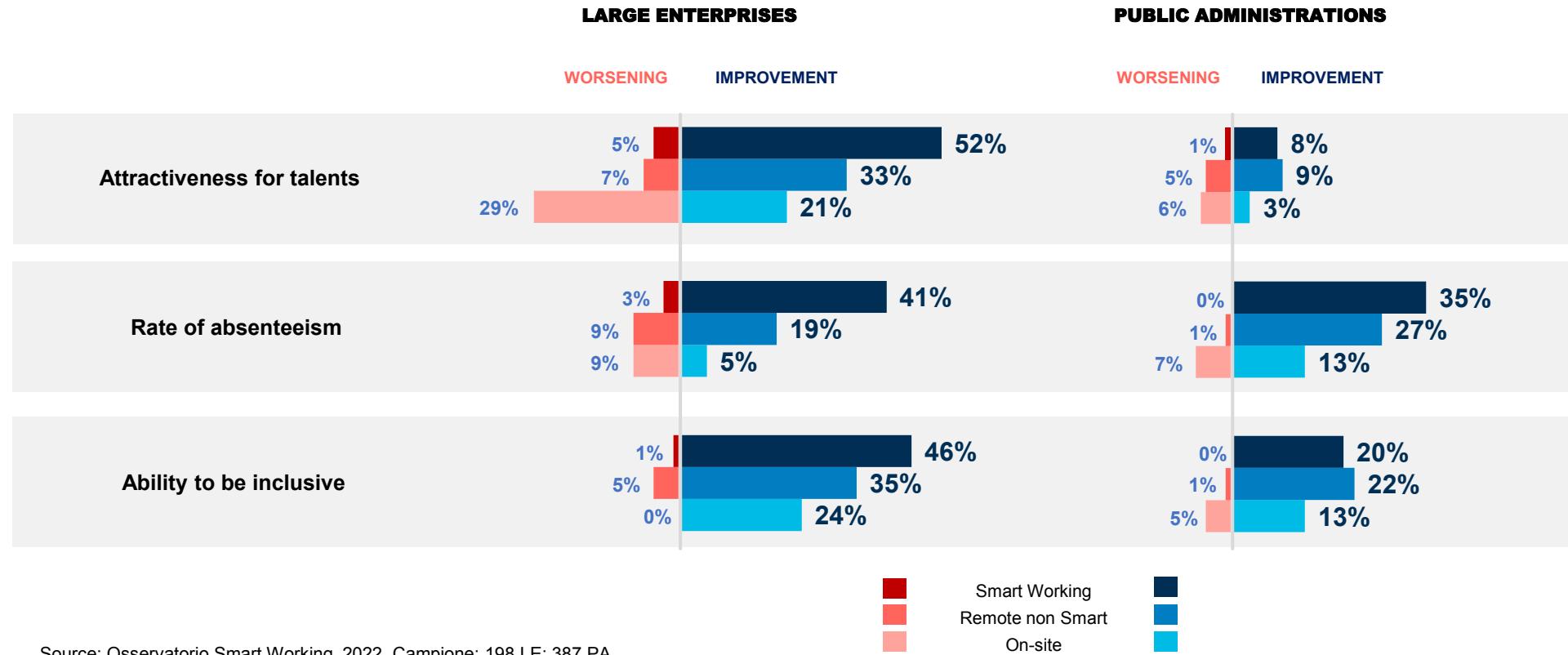
vs

HYBRID & SMART

(Flexible, Personalized, Adaptive)

Impact of different ways of working

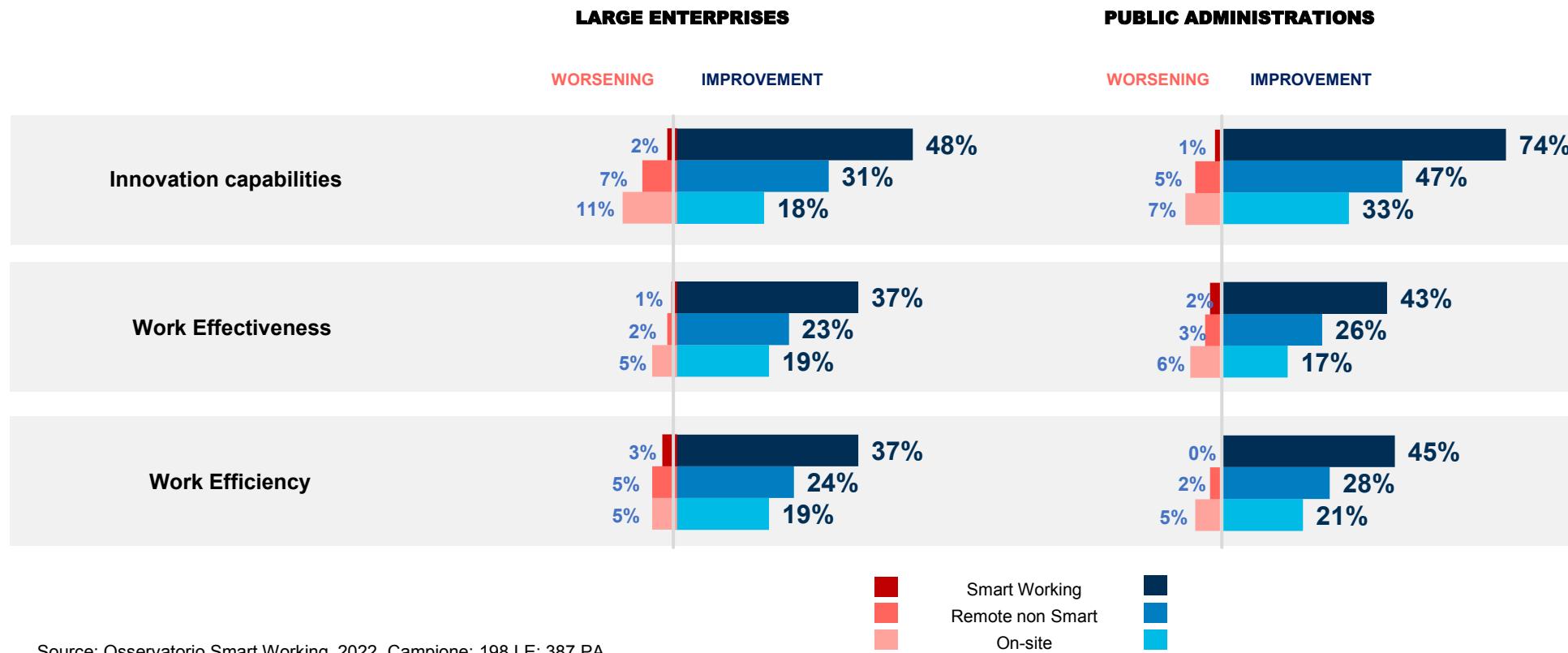
Organizations that have improved organizational performance



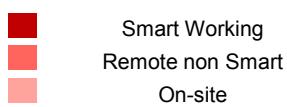
Source: Osservatorio Smart Working, 2022. Campione: 198 LE; 387 PA

Impact of different ways of working

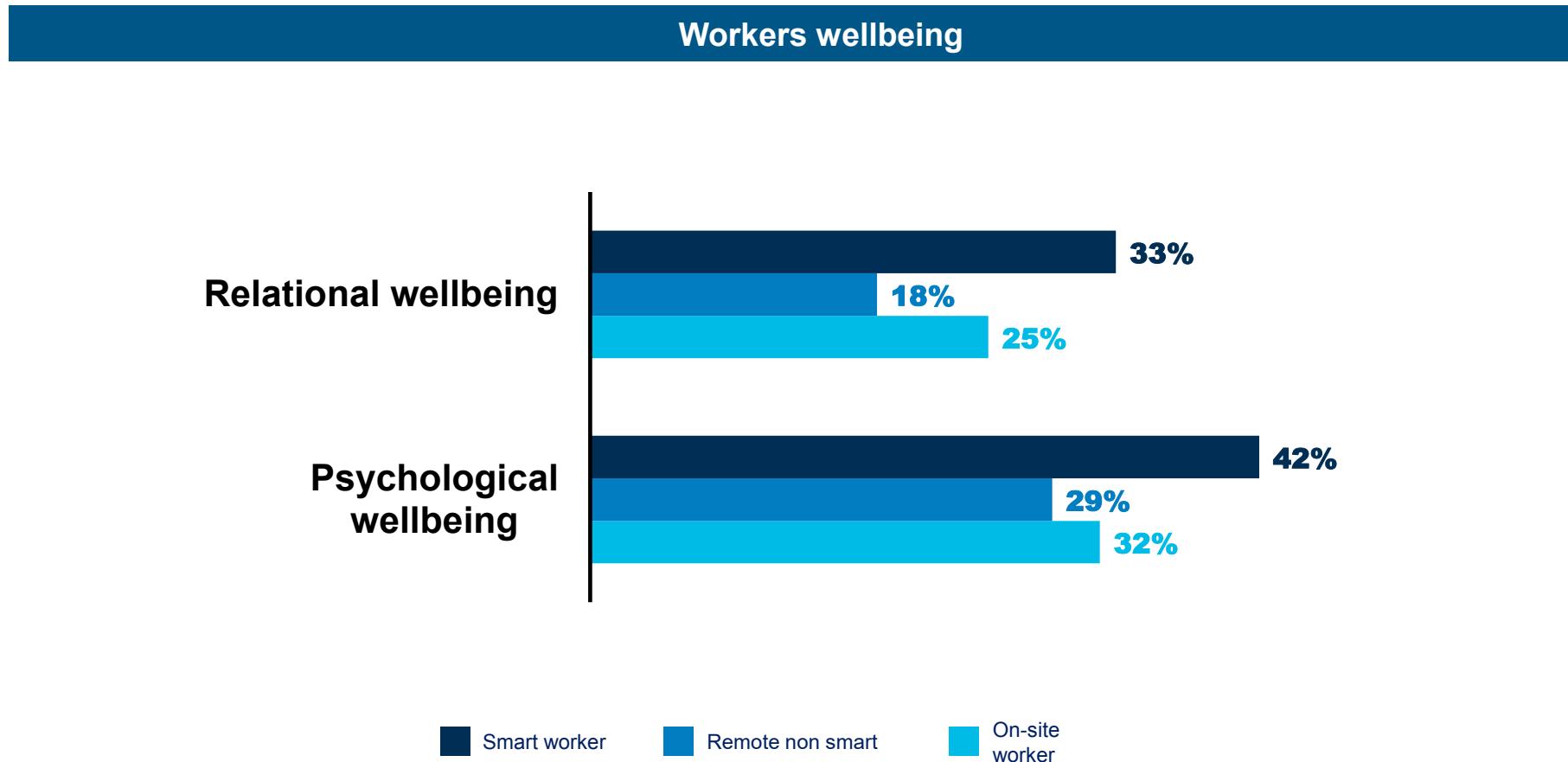
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Impact of different ways of working

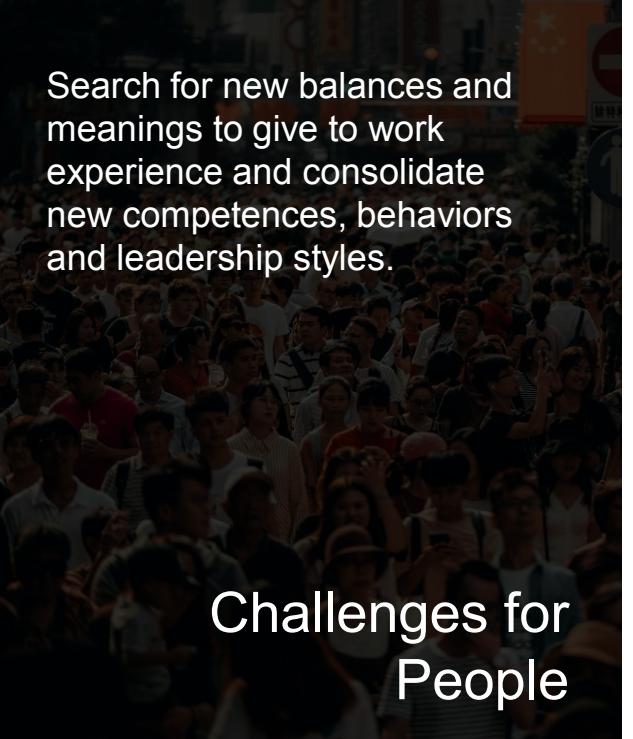


Fonte: Osservatorio Smart Working 2022, Doxa. Campione: 1000 lavoratori (269 smart worker, 208 remote non smart, 523 on-site worker)

Agenda

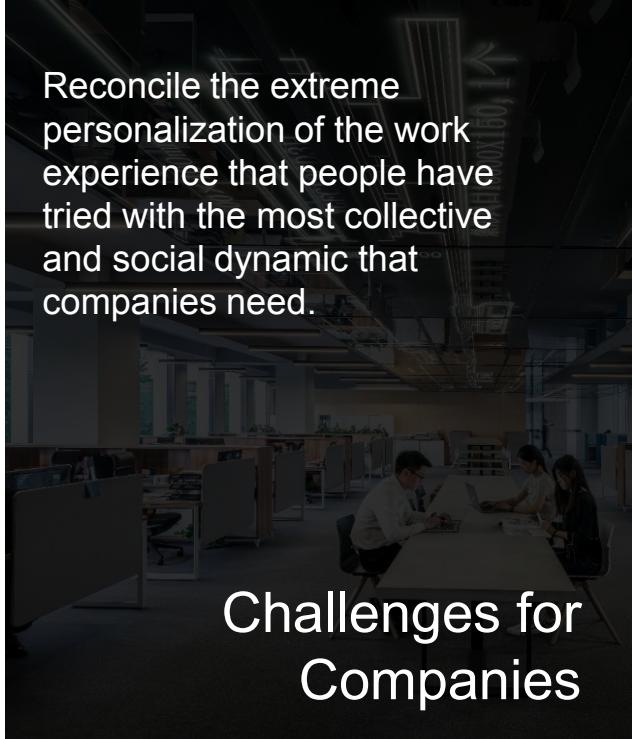
- The Smart Working Framework
- Smart Working leadership journey
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- The effects of Covid on the ways of working
- Smart Working: three levels of challenge
- Smart Working design for project work teams
- References and further readings

Smart Working: three levels of challenge



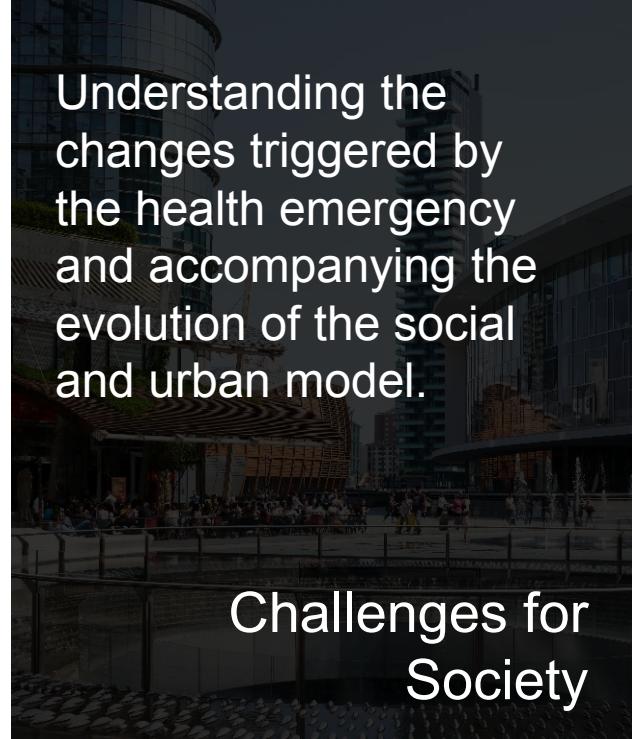
Search for new balances and meanings to give to work experience and consolidate new competences, behaviors and leadership styles.

Challenges for People



Reconcile the extreme personalization of the work experience that people have tried with the most collective and social dynamic that companies need.

Challenges for Companies



Understanding the changes triggered by the health emergency and accompanying the evolution of the social and urban model.

Challenges for Society

Smart Working: challenges for People



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Challenges for Society

Challenges for People: searching for a New Normal



Engagement

Great resignation

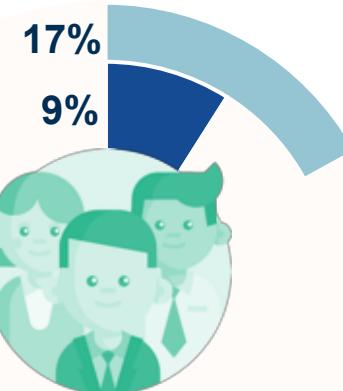
Technostress

Burnout

Challenges for People: dealing with overworking and technostress



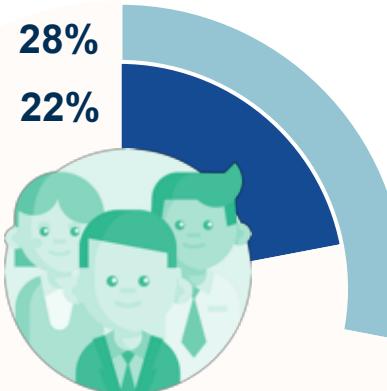
The pandemic has escalated the emergence of **critical behavioral and psychological issues in workers**



Overworking

Devote a large amount of time to work activities neglecting moments of rest

Answered *Often or Always* to all items



Technostress

Any negative behavioral or psychological impact caused directly or indirectly by technology

Answered *Quite or Totally agree* to at least one dimension of techno-stress

Smart Workers
Other workers

Sample: 1002 workers
(526 Smart Workers
and 476 other workers)



Smart Working Observatory



osservatori.net
digital innovation

Challenges for People: searching for a New Normal



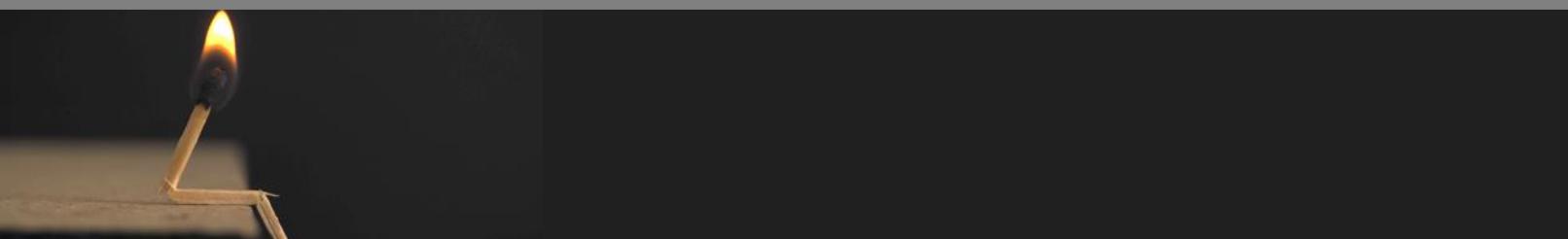
Engagement



Great resignation



Technostress



Burnout

The impact of the pandemic on identity and engagement

**9 OUT OF 10
WORKERS**

state that they do **not** feel good physically, psychologically, or relationally

**1 OUT OF 4
WORKERS**

declares that sense of belonging to the organization has **strongly diminished**

ENGAGEMENT

13% of people feel **fully engaged**
(**-50%** vs 2021)

**INTENTION
TO LEAVE**
45%

Workers who have changed or desire to change jobs in the next 12 months



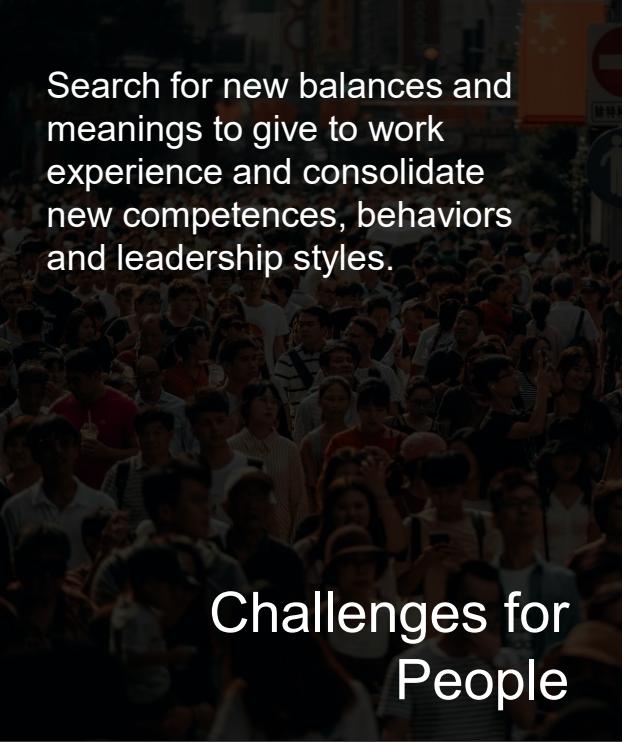
 HR Innovation Practice Observatory



POLITECNICO
MILANO 1863
SCHOOL OF MANAGEMENT

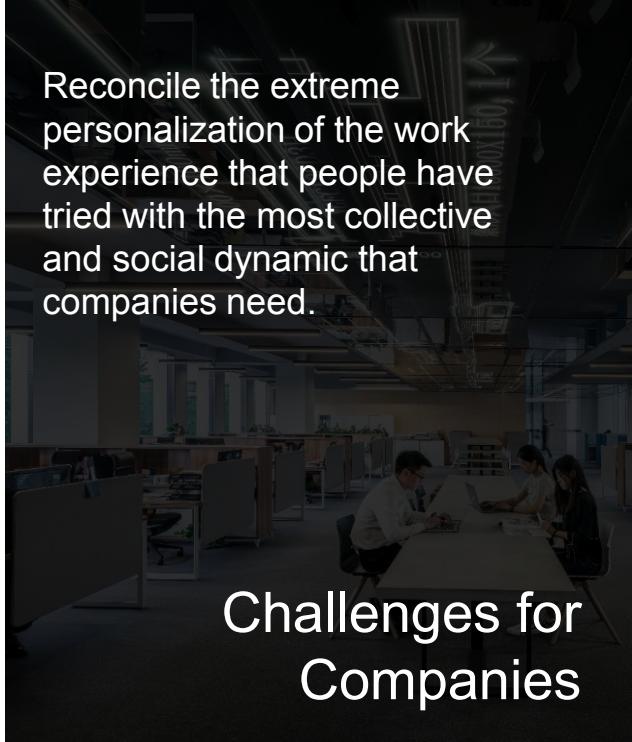


Smart Working: three levels of challenge



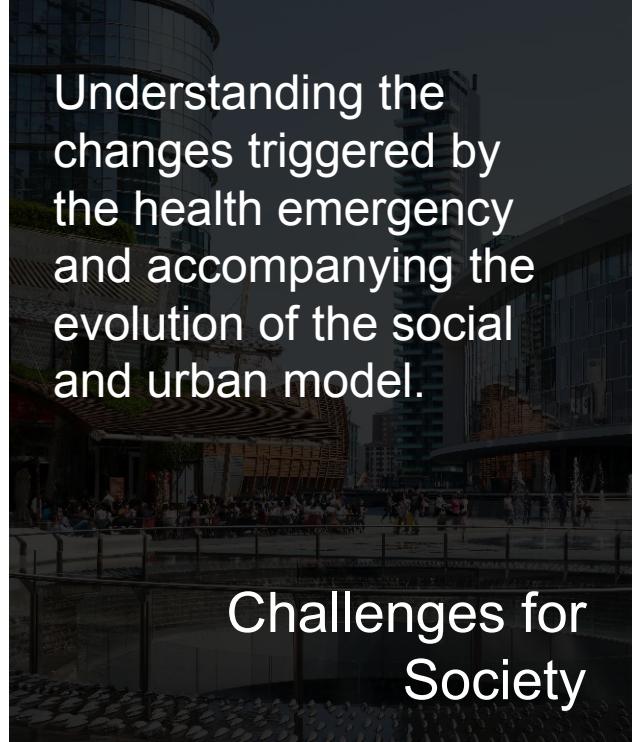
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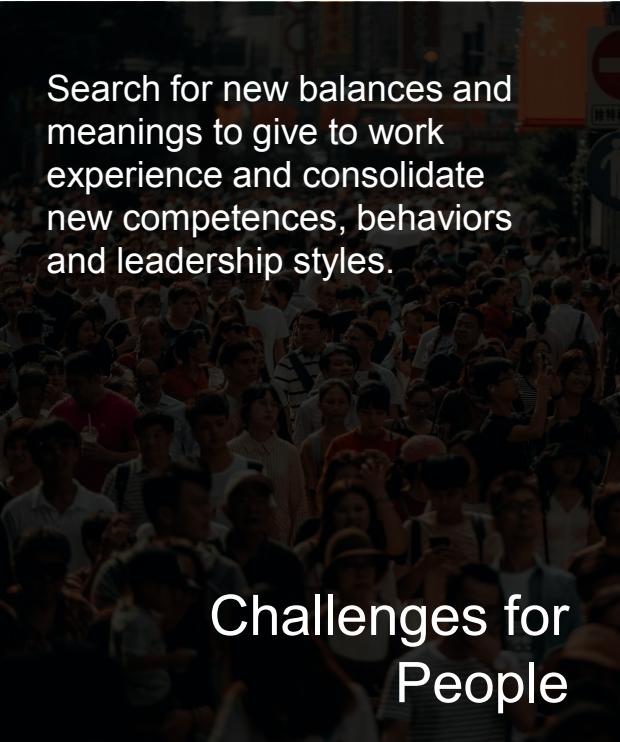
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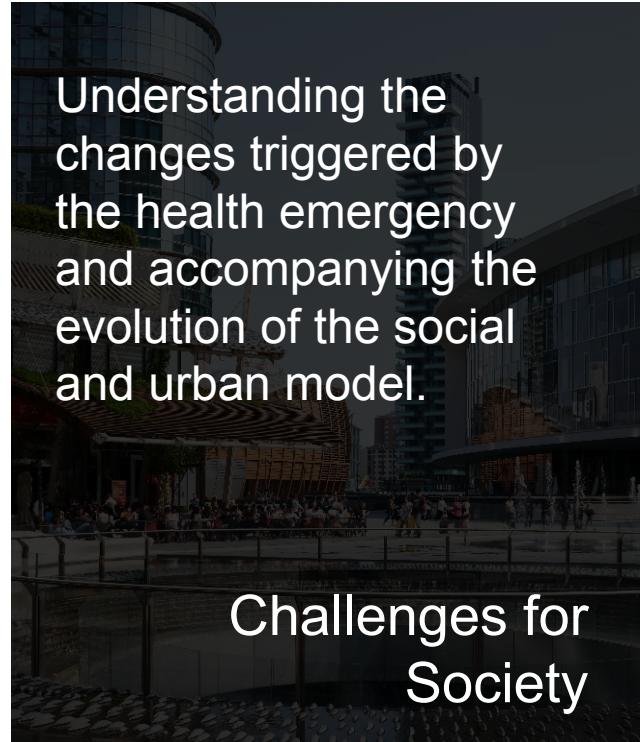
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Challenges for Society

Challenges for Companies



Extending and rebalancing ways of working

Rethinking work spaces

Improving employee engagement and well-being

Rethinking the leader's role

Defining new rules and working practices

Extending and rebalancing ways of working

The experience of working remotely has increased the perceived inadequacy of certain environments and debunked ineffective habits...

... But it has also made us miss gathering and socializing contexts that we took for granted



Extending and rebalancing ways of working

Quotes from international business leaders

Mark Zuckerberg, CEO of Facebook

"I think we're going to be the most forward-leaning company on remote work at our scale, for sure, but we're going to do this in a way that is measured, and thoughtful and responsible, and in phases over time."



Brian Chesky, Founder and CEO Airbnb

"We want to hire and retain the best people in the world (like you). For me it's simple: I trust you, and flexibility only works when you trust the people on your team. You have shown me in these two years how much I can trust!"

Tim Cook, CEO of Apple

"In all candor, it's not like being together physically. And so, I can't wait for everybody to be able to come back into the office. I don't believe that we'll return to the way we were because we've found that there are some things that actually work really well virtually."

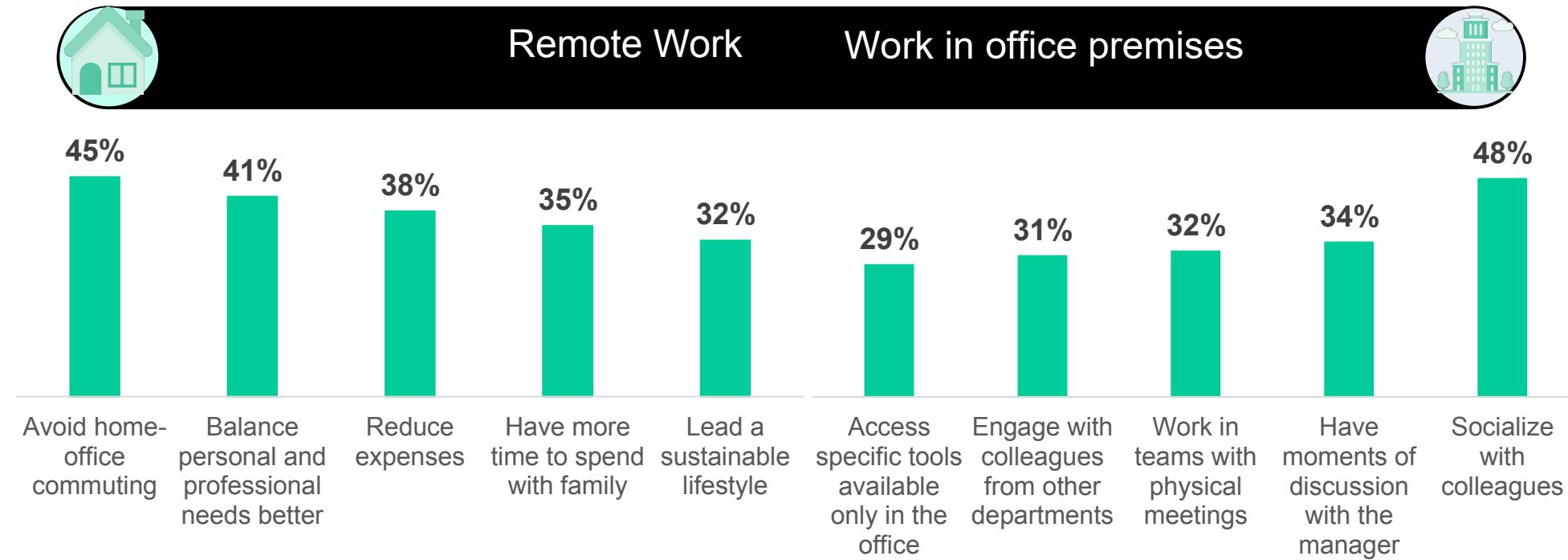


Reed Hastings, Co-chief Executive at Netflix

"I don't see any positives. Not being able to get together in person, particularly internationally, is a pure negative."

Extending and rebalancing ways of working

Workers' main reasons for workplace preferences



Sample: 1002 workers



Rethinking work spaces

Now we should ask ourselves: **are current spaces adequate to support the new working models?**

If work models change and evolve, we need to rethink our workplaces!



Noisy and poorly differentiated spaces



Lack or scarcity of environments to meet different work needs

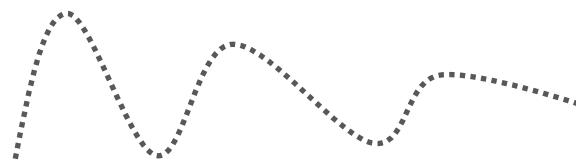


Spaces not technologically adequate to support hybrid work modes

Rethinking the leader's role



TRADITIONAL MANAGER



SMART LEADER

Prefers the physical presence



Requires flexibility



Share tasks



Defines standard



Control



Evaluate



Manage people



Promotes the physical-digital balance

Exchange flexibility

Shares objectives

Promotes innovation

Measure

Gives feedback

Engages people

Rethinking work spaces

What should **workplaces of the future** look like?



Geared toward socialization and creating a sense of identity

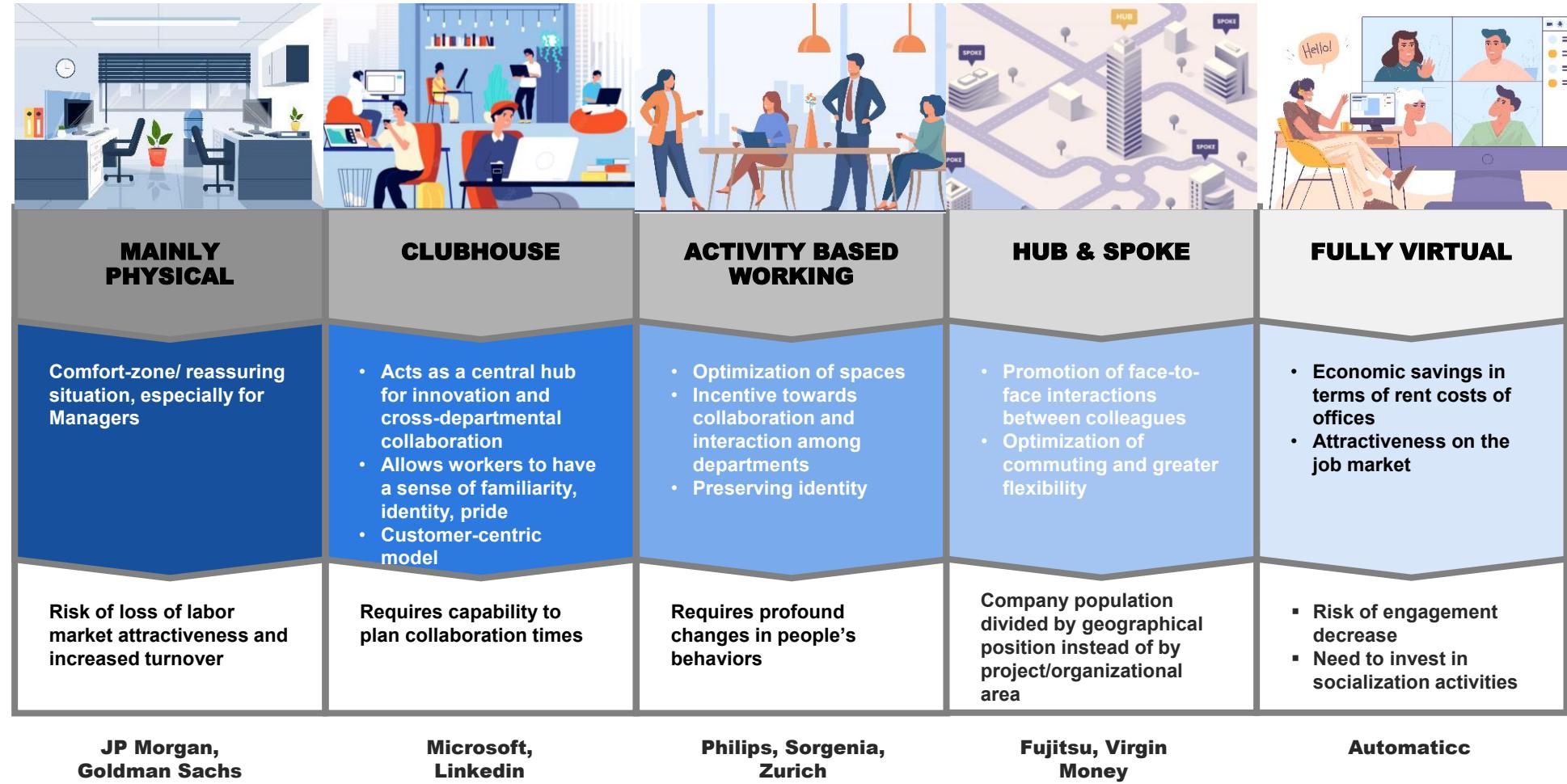


Enabling hybrid interaction models



Providing for a balance of remote and in-presence work

Possible workspace models



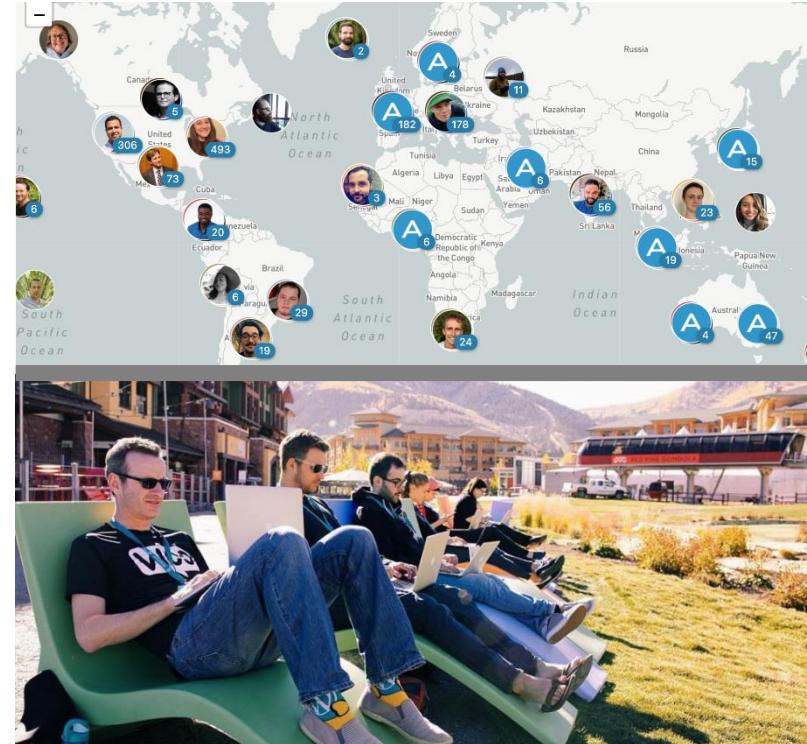
The *officeless* company

Automattic is a web development company founded in 2005, best known for running **WordPress.com**, the world's most popular blogging and publishing platform

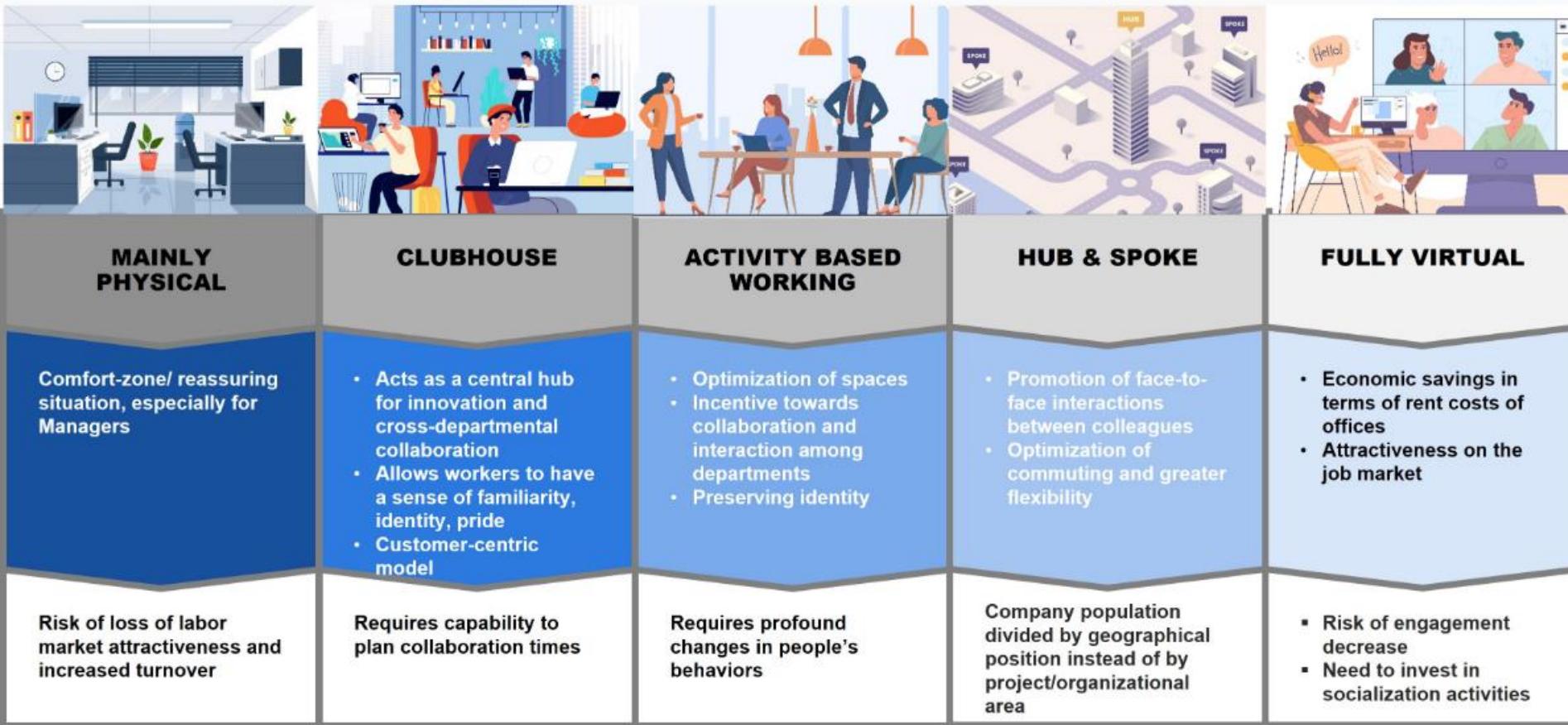
- 1,561 employees
- 83 nations
- 102 different languages

Investments to make Teams meet in presence at least once every three months

Economic incentives to set up workstations at home or use coworking spaces



Which of the following is the workplace model in which you aspire to work in the future?



JP Morgan,
Goldman Sachs

Microsoft,
LinkedIn

Philips, Sorgenia,
Zurich

Fujitsu, Virgin
Money

Automaticc

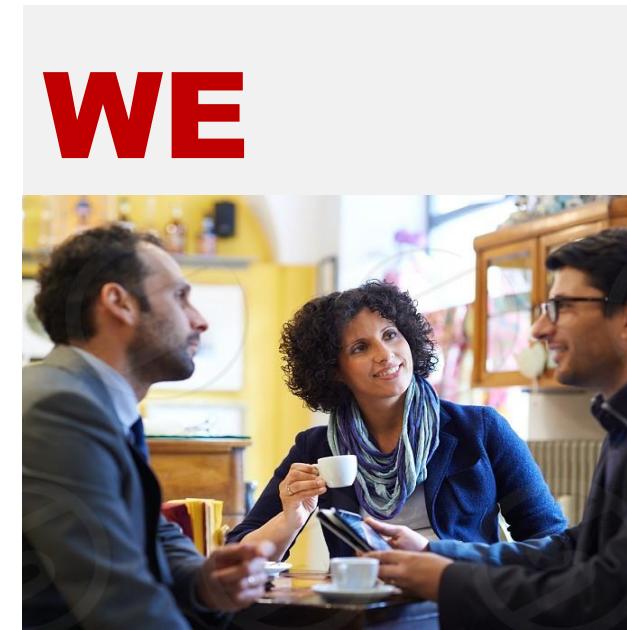
Defining new rules and working practices

Smart Working allows to customize, but it is essential to establish the right balance between the needs and objectives of the team and those of individual members



TOWARDS A COLLECTIVE CUSTOMIZATION

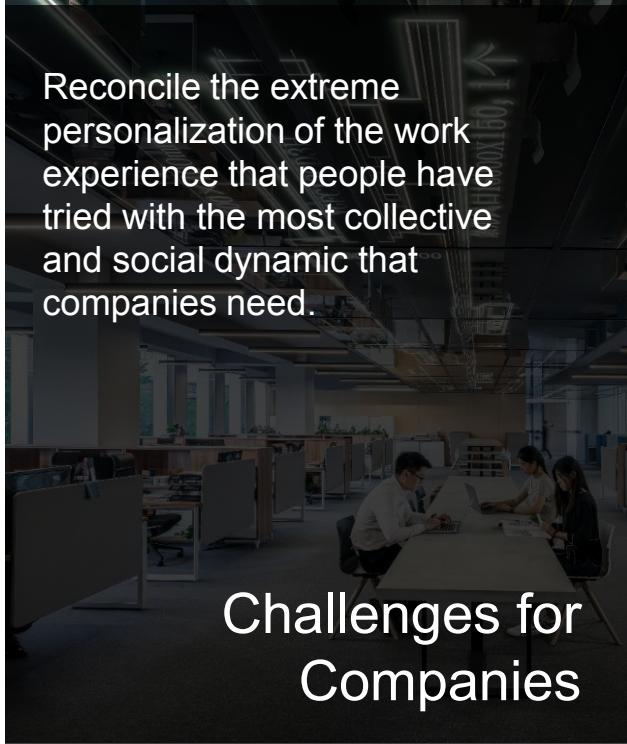
defining together with the team **«rules of the game» clear and shared** for the proper organization of team activities



Smart Working: three levels of challenge



Challenges for
People

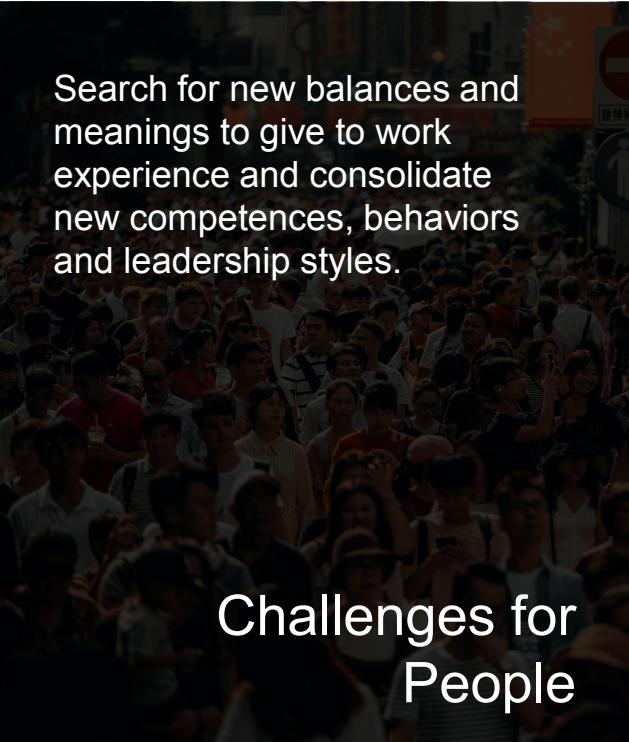


Challenges for
Companies

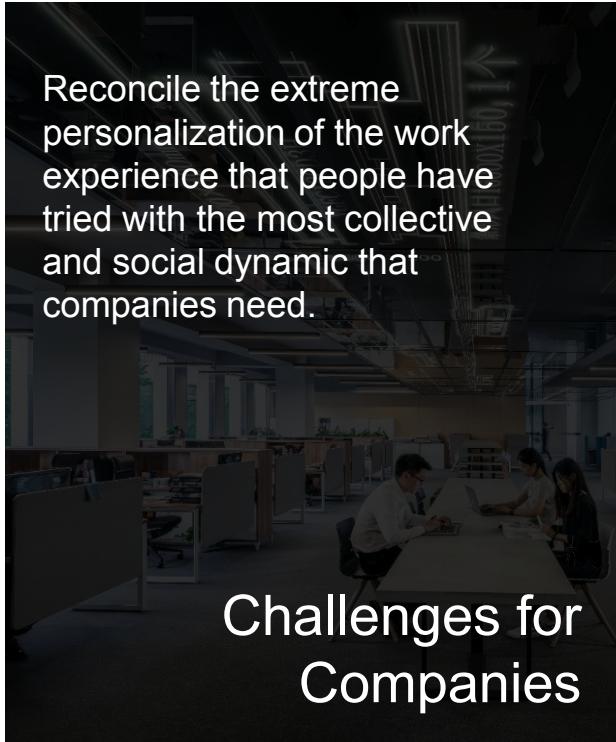


Challenges for
Society

Smart Working: three levels of challenge



Challenges for
People



Challenges for
Companies



The effects of Remote Working on urbanization

Sources: Gensler, OECD

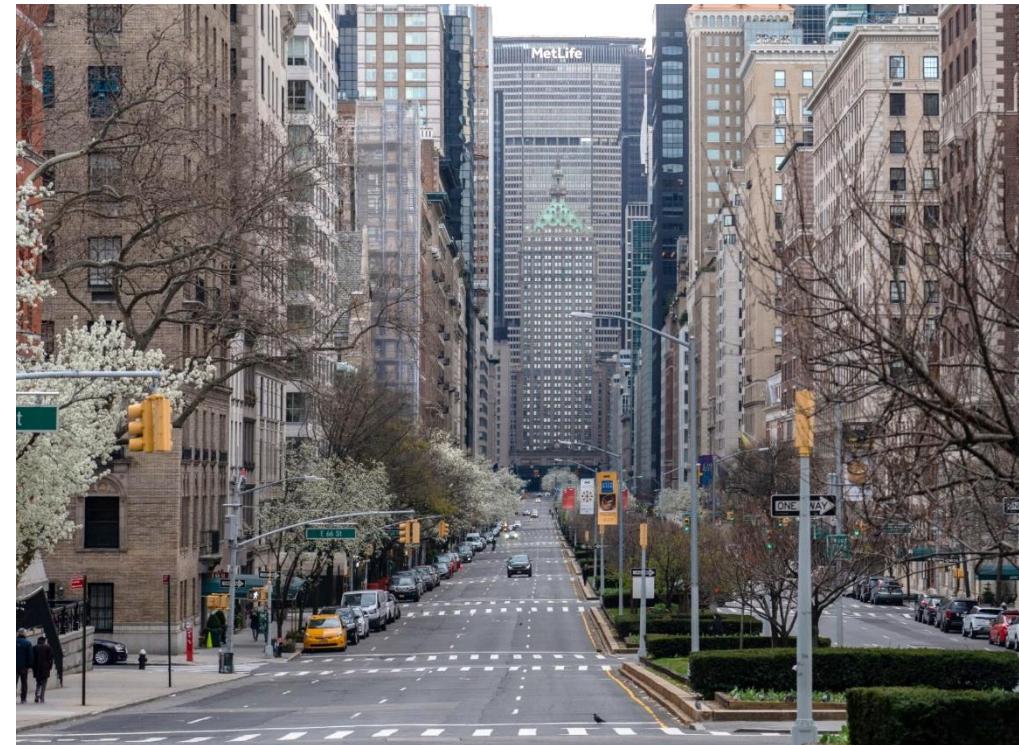
Historically, **big cities attract most workers and firms** due to economies of agglomeration

During lockdowns, people found themselves in **unfavourable conditions for remote working**:

- ✗ Living 24/7 in small home spaces
- ✗ Paying high housing (rent, utilities, maintenance)
- ✗ Paying high living costs (e.g. food and utility prices).

A notable share of urban **residents moved temporarily outside cities**: e.g. during lockdowns, Tokyo experienced the first net outmigration since 2013

As expectations rise for Hybrid Working, **the future of the office and the future of cities are no longer separate questions**



The effects of Remote Working on urbanization

Sources: Gensler, OECD

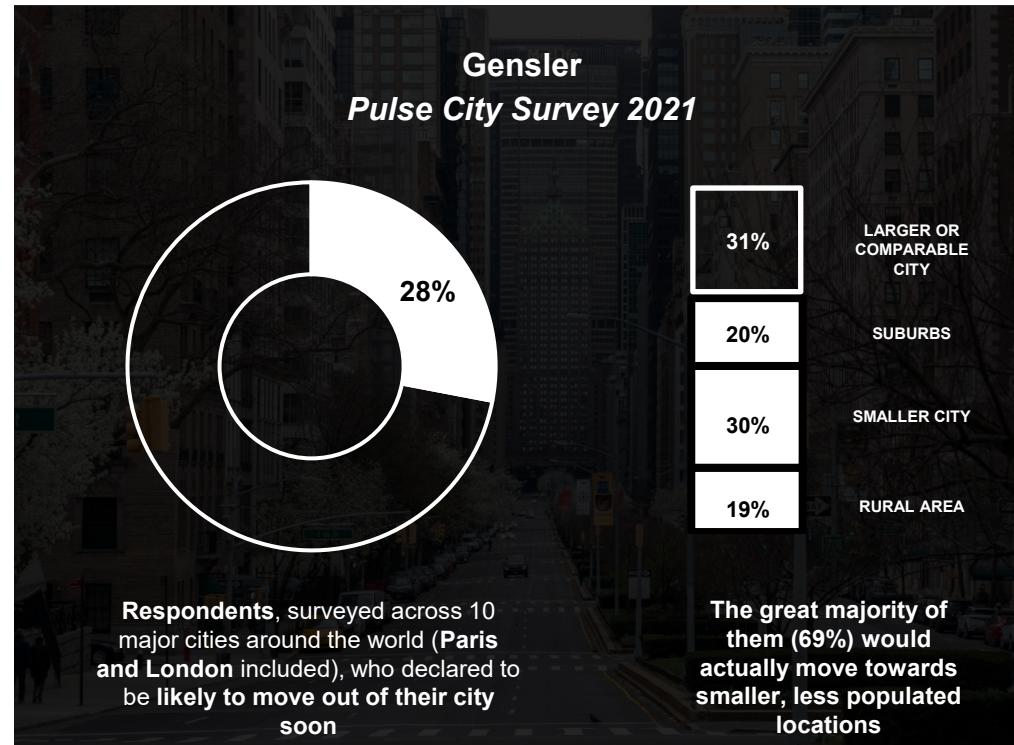
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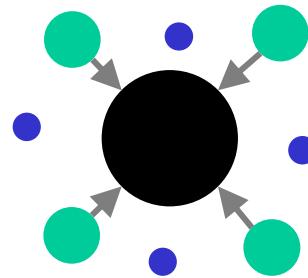
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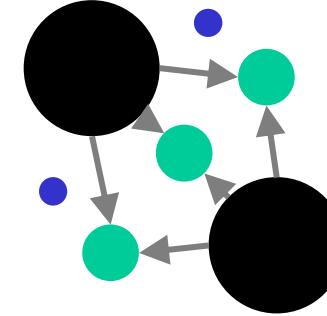
Future scenarios: implications of Hybrid Working on people settlement

Source: OECD



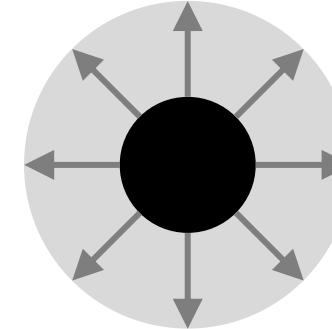
Business as usual

Workers remain in large cities by favoring proximity to workplaces, teleworking increases in business districts



Rise of intermediate cities

Workers leave big cities for intermediate ones, firms reduce headquarters in favor of satellite offices

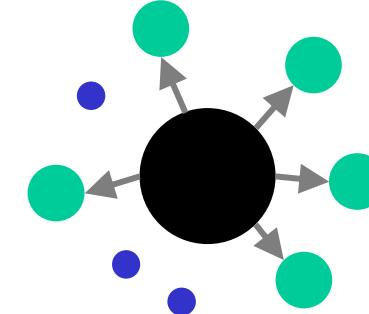


Doughnut effect

Workers move to big cities' outskirts, to find more suitable housing

The “city paradox”

Workers and service sector businesses leave big cities, coworking spaces emerge all across regions



The evolution of Metropolis: towards the 15 Minutes City

The pandemic has led many cities to rethink urban design, so that people can keep to their local area.

Cities will need to focus on:

- Great neighborhoods
- Employment opportunities
- Multimodal transportation options
- Provide more affordable and suitable housing choices
- From “9-to-5 business centers”... to “24/7 districts”!

European cities are responding to these issues by adopting the **15 Minutes City** model, enabling citizens to live within 15 minutes of walking/cycling distance from home.



Sources: World Economic Forum, Gensler, ARUP

Paris and Milan as *15 Minutes Cities*



PARIS

View of the City
from île de la Cité

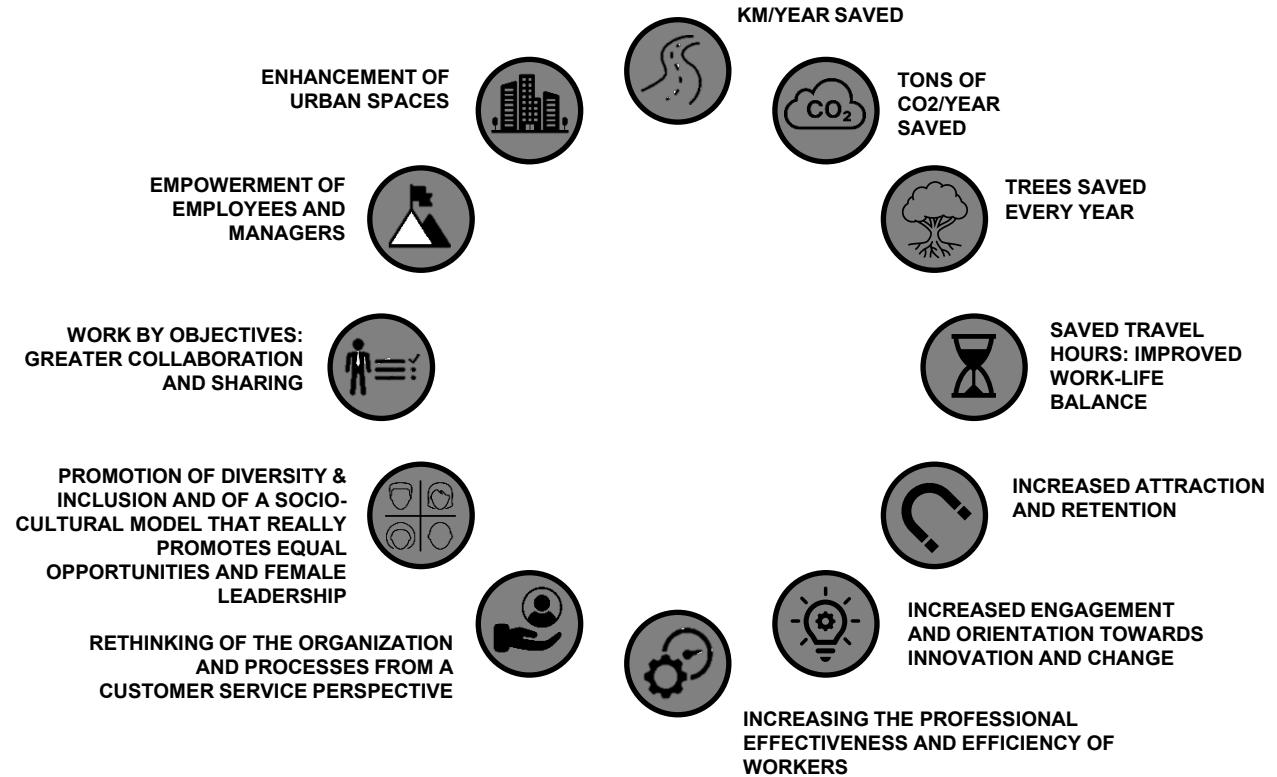


MILAN

Piazza Gae Aulenti

Challenges for society: Smart Working as a crossroads of digital, ecological and demographic transitions

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Agenda

- The Smart Working Framework
- Smart Working leadership journey
- Pilot Cases
- The effects of Covid on the ways of working
- Smart Working: three levels of challenge
- Smart Working design for project work teams
- References and further readings

Team work: redesigning team activities with smart working concepts

Based on your experience and on the knowledge you acquired today:

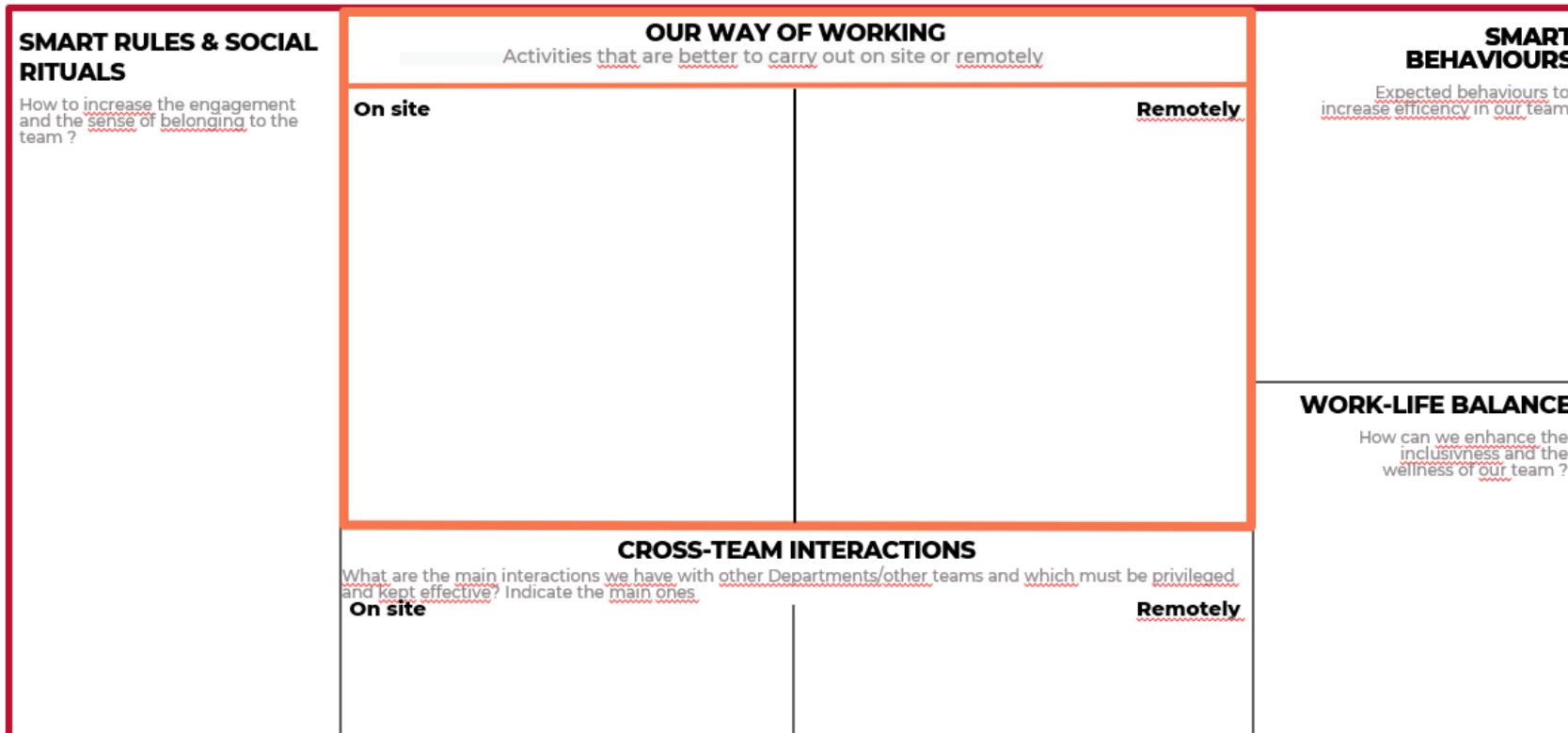
- How would you (re)design your team activities?
- Which mix of remote/in presence and synchronous and asynchronous would you plan for
- Which specific activities would you plan in presence and which remotely?
- How would you manage different expectations and needs between team members

The HYBRID team canvas



Objective

To define together **the future working methods of the team in a hybrid context** of alternating between on-site and remote work



References and further readings

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- Superquark (2020), Lo Smart Working puntata 26/08/2020 <https://www.youtube.com/watch?v=U9j3NqyliQw>



► Leadership and Innovation

► POLITECNICO DI MILANO

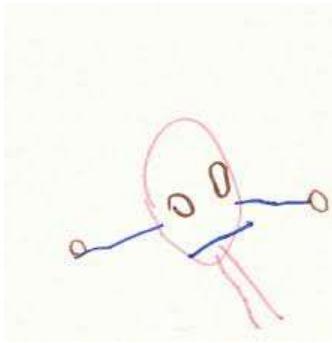


Module on Leadership

Work Engagement and HR Analytics

Gabriele Boccoli (gabriele.boccoli@polimi.it) **Elia Rigamonti** (elia.rigamonti@polimi.it)

Who are We?



Gabriele Boccoli
Postdoctoral Researcher



Elia Rigamonti
Postdoctoral Researcher

JRP - People Analytics for Employee Engagement & Wellbeing

The Joint Research Platform (JRP) People Analytics for Employee Engagement & Wellbeing develops and utilizes metrics, techniques, and tools for measuring, monitoring, and studying organizational engagement and wellbeing. Through the collection, in full compliance with privacy and information security regulations, and analysis of data from various sources, the JRP aims to support the identification of solutions and work methods that enhance the work experience and performance of individuals in organizations.

The initiative brings together large companies from the Italian and international landscape interested in research, innovation, and development in the field of Human Resources management in a strategic partnership on the use of People Analytics to understand, measure, and develop engagement and organizational wellbeing.

Areas of expertise: People Analytics, Big Data Analytics, impact of Digital Transformation, new models of work organization, Information Security & Privacy, Cybersecurity, Social Network Analysis, AI & Machine Learning.

Website: <https://www.osservatori.net/it/pagine/people-analytics-for-employee-engagement-wellbeing>

Agenda

- Conceptual evolution of Work Engagement
- Drivers & Outcomes of Work Engagement
- The relationship between Work Engagement, Leadership and Innovation
- How to measure Work Engagement?
- Human Resource Management challenges
- HR Analytics definition and diffusion
- HR Analytics organisational development

Defining Work Engagement

Employee Engagement:
What's not about

Job Satisfaction

Organizational Commitment

Job Involvement

Flow

REFERENCES

Kahn,
1990

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1997

Schaufeli et al.,
2002

Saks,
2006

Shuck et al.,
2017

DEFINITIONS

1 “The harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances”

2 “Engagement is characterized by energy, involvement, and efficacy, the direct opposite of the three burnout dimensions of exhaustion, cynicism, and inefficacy”

3 “A positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption”

4 “Employee engagement as a sum of job and organizational engagement”

5 “An active, work-related positive psychological state operationalized by the intensity and direction of cognitive, emotional, and behavioral energy an employee directs toward positive organizational outcomes”

The three dimensions of Work Engagement.

Vigour, Dedication and Absorption



Vigour

is characterized by high levels of energy, willingness to invest effort in one's work, and perseverance in the face of difficulties.

Dedication

implies enthusiasm, inspiration, awareness, pride and a feeling of challenge.

Absorption

is the quality of being fully concentrated and focused on the job; time passes quickly, and people may find it hard to detach themselves from their work.

Who is the Engaged employee? 1/3



(Anne Hathaway in *The Devil Wears Prada*, 2006)

https://www.youtube.com/watch?v=Sp6yUoB_RiA

- Low levels of energy (**Vigour -**)
- Absence of enthusiasm, inspiration, passion (**Dedication -**)
- Probably she is not full immersed in her Job (**Absorption -**)
- Exhaustion, cynicism, and inefficacy → **BURNOUT**
(Maslach, 1993)

Who is the Engaged employee? 2/3



(Karōshi, Nowness, 2020)

https://www.youtube.com/watch?v=HH1_px17utk

- Low levels of energy (**Vigour -**)
- Probably absence of enthusiasm, inspiration, passion (**Dedication -**)
 - Probably immersed in his Job (**Absorption +**)
- Inner compulsion, think about job continually (even when they are not working), have less opportunity to recover from their work,
 - **WORKAHOLISM**
"the tendency to work excessively hard and being obsessed with work, which manifests itself in working compulsively" (Schaufeli et al., 2009)

Who is the Engaged employee? 3/3



(Robin Williams in *Patch Adams*, 1998; Patch Adams at Club Noel Hospital August 16, 2003)

<https://www.youtube.com/watch?v=byPJ22JDFjl>

- High levels of energy (**Vigour +**)
- Presence of enthusiasm, inspiration, passion (**Dedication +**) → **ENGAGED EMPLOYEE**
- Full immersed in his Job (**Absorption +**)

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- Human Resource Management challenges
- HR Analytics definition and diffusion
- HR Analytics organisational development

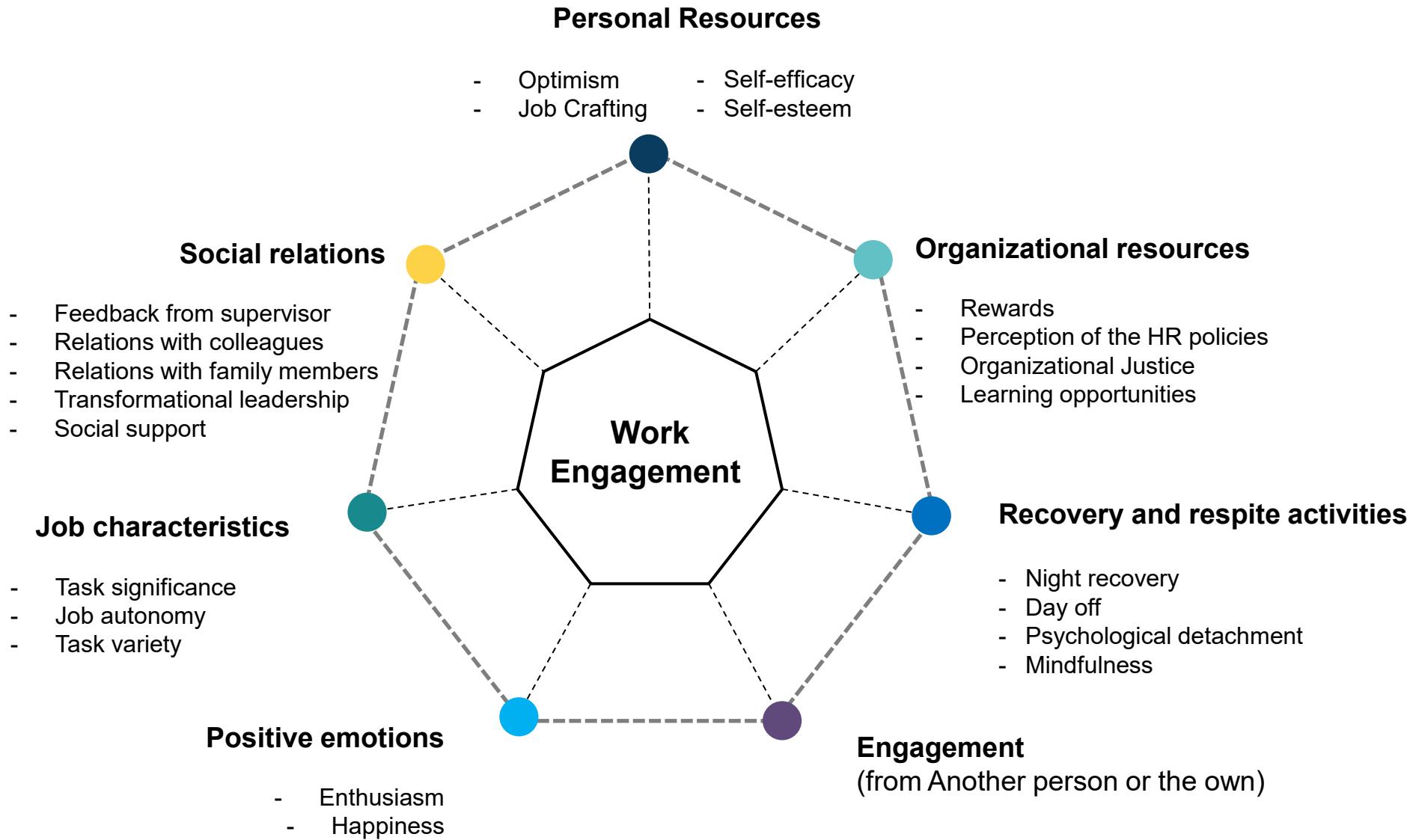
In your opinion, which factors may influence the degree of engagement of employees?

Nobody has responded yet.

Hang tight! Responses are coming in.

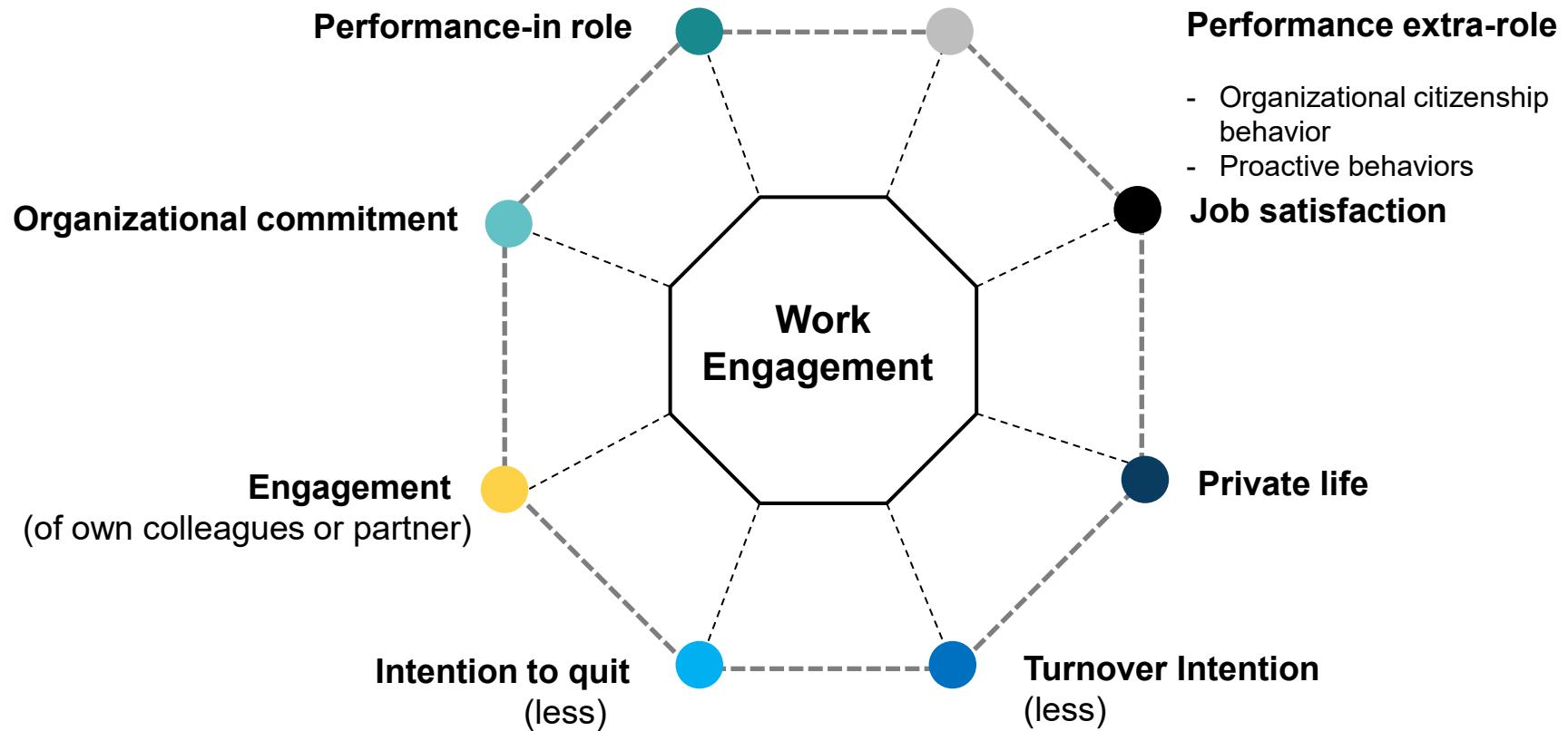
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The most relevant drivers of work engagement



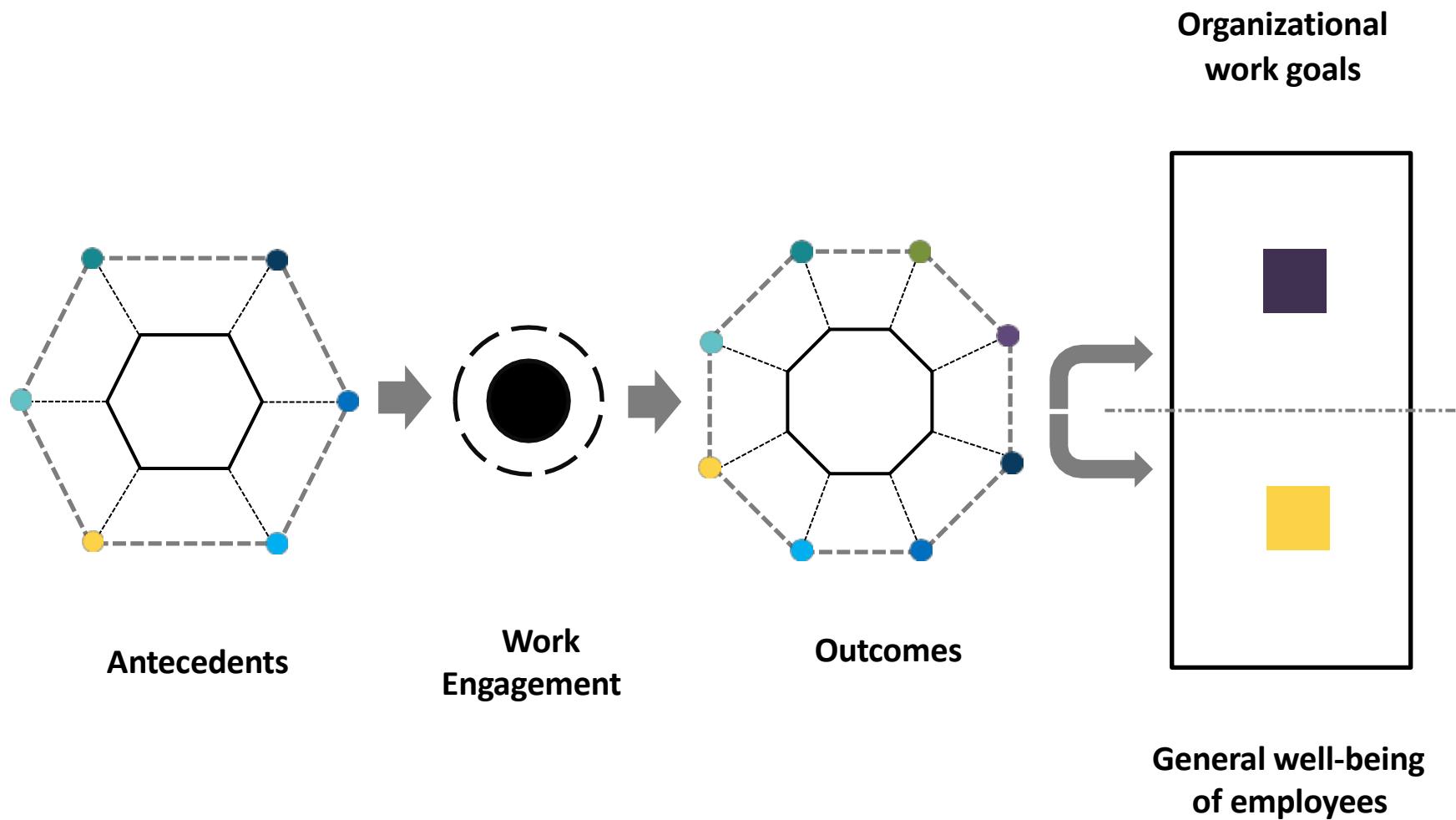
The most relevant impacts of Work Engagement

Why is it so important?



The most relevant impacts of Work Engagement

Why is it so important?



Work Engagement as a dimension of Wellbeing

The topic of employee wellbeing is becoming increasingly relevant in organizational and managerial studies (Grant et al., 2007; Salas Vallina et al., 2018).

*“the overall quality of an employee’s experience
and functioning at work” (Warr, 1987)*

Employee Wellbeing



Physical Wellbeing

physiological measures and subjective experiences of bodily health



Psychological Wellbeing

Hedonic perspective

Job Satisfaction

Eudaimonic perspective

Work Engagement



Social Wellbeing

Social well-being refers to the quality of one's relationships with other people and communities (Keyes, 1998).

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Work Engagement and Leadership 1/2

Different Leadership Styles

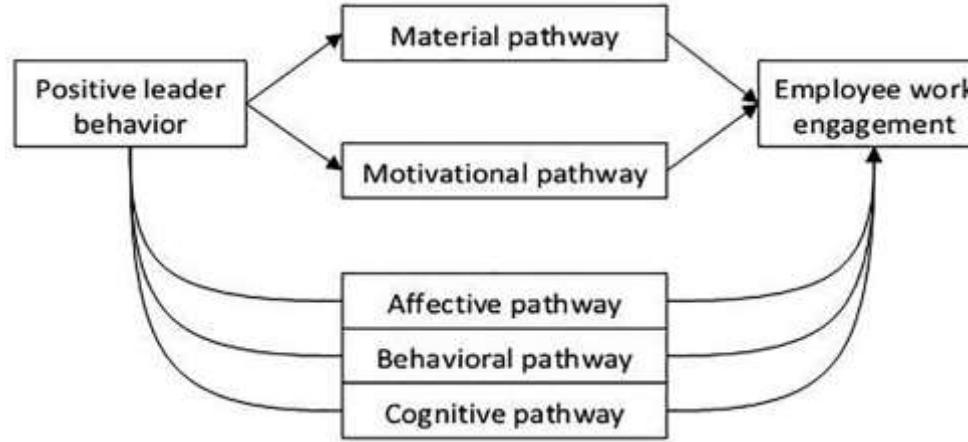
1. Transformational leadership

2. Authentic leadership

3. Ethical leadership

Influence positively

Work Engagement

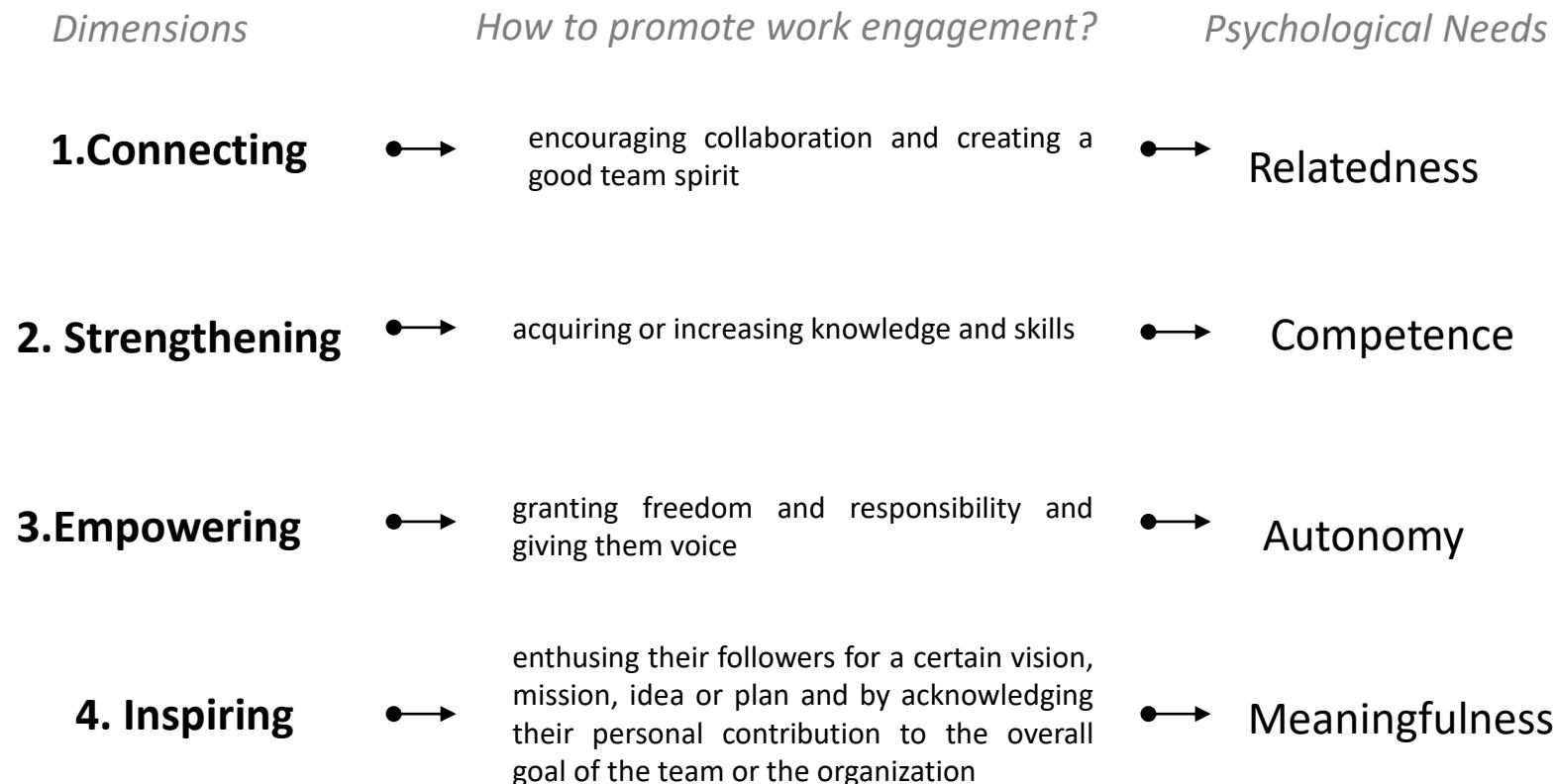


Source: Decuyper A, Schaufeli W. Leadership and work engagement: Exploring explanatory mechanisms. German Journal of Human Resource Management. 2020;34(1):69-95

Work Engagement and Leadership 2/2

Engaging Leadership

Schaufeli (2015) argued that “engaging leaders” may satisfy the need for autonomy, competence and relatedness of their followers by facilitating (empowering), strengthening and connecting them, respectively



Work Engagement and Innovation

"Firm is described as innovative (innovation as an organizational capability), it generally means that it develops or frequently adopts products, services, programs, or innovative ideas (innovation as discrete elements) that need a series of stages (innovation as a process) to be sources of competitive advantage." (Lopez-Cabrales, Pe'rez-lun~o and Cabrera,2009, p. 486)

Innovative work behaviour

"all employee behaviour directed at the generation, introduction and/or application (within a role, group or organization) of ideas, processes, products or procedures, new to the relevant unit of adoption that supposedly significantly benefit the relevant unit of adoption." (West and Farr, 1990)

1. **Idea generation** refers to the phase where employees identify problems and generate innovative solutions to address the problems.
2. In the **implementation phase**, the employee proposes, defends and actually implements the innovation in the workplace

Work Engagement and Innovation



Different studies demonstrated the positive influence of work engagement on innovative work behaviour (Agarwal et al., 2012; Hakanen et al., 2008).

**Work Engagement
as a fuel for
Innovative Behavior**

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How to measure a socio-psychological phenomenon?



Physical phenomenon



Introversion



Extroversion

Phycological phenomenon

?

How to measure a socio-psychological phenomenon?

Methods to collect/generate quantitative data = survey, diary methods, trace measures (physical measures)

Methods to analyse quantitative data = statistical analysis (descriptive, Inferential, multivariate) causal Modeling (mediation, moderation models)

Construct = an abstract theoretical concept (such as social influence)



Operationalization = the way in which a theoretical construct is turned into a measurable dependent variable or a manipulable independent variable in a particular study



Variable = the term used to refer to the measurable representation of a construct

The process to transform an abstract concept into a measurable representation of it.

Hypothesis = a prediction derived from a theory concerning the relationship between variables

Sources: Figgou, L., & Pavlopoulos, V. (2015). Social Psychology: Research Methods.; Manstead, Antony & Hewstone, Miles. (2018). The Blackwell Encyclopedia of Social Psychology.

How to measure Work Engagement?

UWES

Utrecht Work Engagement Scale
Schaufeli et al., 2002

Vigor

1. When I get up in the morning, I feel like going to work. (*)
2. At my work, I feel bursting with energy. (*)
3. At my work I always persevere, even when things do not go well.
4. I can continue working for very long periods at a time.
5. At my job, I am very resilient, mentally.
6. At my job I feel strong and vigorous. (*)

Dedication

7. To me, my job is challenging.
8. My job inspires me. (*)
9. I am enthusiastic about my job. (*)
10. I am proud on the work that I do. (*)
11. I find the work that I do full of meaning and purpose.

Absorption

12. When I am working, I forget everything else around me.
13. Time flies when I am working.
14. I get carried away when I am working. (*)
15. It is difficult to detach myself from my job.
16. I am immersed in my work. (*)
17. I feel happy when I am working intensely. (*)

(*) items UWES short version

JES

Job Engagement Scale
Rich et al., 2010

Physical Engagement

1. I work with intensity on my job.
2. I exert my full effort to my job.
3. I devote a lot of energy to my job.
4. I try my hardest to perform well on my job.
5. I strive as hard as I can to complete my job.
6. I exert a lot of energy on my job.

Emotional Engagement

7. I am enthusiastic in my job.
8. I feel energetic at my job.
9. I am interested in my job.
10. I am proud of my job.
11. I feel positive about my job.
12. I am excited about my job.

Cognitive Engagement

13. At work, my mind is focused on my job.
14. At work, I pay a lot of attention to my job.
15. At work, I focus a great deal of attention on my job.
16. At work, I am absorbed by my job.
17. At work, I concentrate on my job.
18. At work, I devote a lot of attention to my job.

JOES

Job and Organization Engagement
Saks, 2010

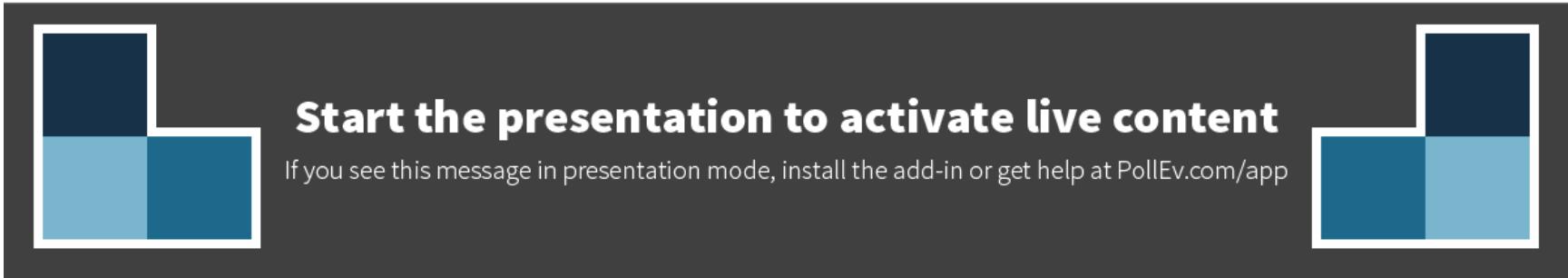
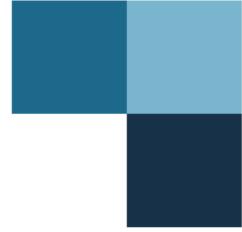
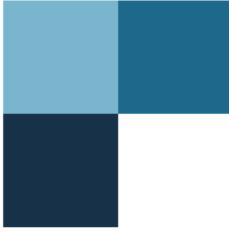
Job Engagement

1. I really "throw" myself into my job.
2. Sometimes I am so into my job that I lose track of time.
3. This job is all consuming; I am totally into it.
4. My mind often wanders and I think of other things when doing my job (R).
5. I am highly engaged in this job.

Organization Engagement

6. Being a member of this organization is very captivating.
7. One of the most exciting things for me is getting involved with things happening in this organization.
8. I am really not into the "goings-on" in this organization (R).
9. Being a member of this organization make me come "alive".
10. Being a member of this organization is exhilarating for me.
11. I am highly engaged in this organization.





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Human Resource Management (HRM)

Some basic definitions:

Human Resource Management is organising, coordinating, and managing employees within an organisation to accomplish its mission, vision, and goals. This includes recruiting, hiring, training, compensating, retaining, and motivating employees.

HR practices involves:

- Selection, recruiting, and hiring new personnel
- Extensive training and development
- Performance management
- Rewarding and compensation
- Information sharing and communication
- Ensuring employee security
- Organizational design (i.e. manage teams, work spaces, flexibility, etc.)



Human Resource Management (HRM) trends

Human Resource Management has become **increasingly complex**. For organizations it has become fundamental to **make the right decisions at the right time**

Why?

Human Resource Management (HRM) trends

Human Resource Management has become **increasingly complex**. For organizations it has become fundamental to **make the right decisions at the right time**

Why?

In an era of heightened mobility, the **workforce** is becoming **more dynamic**, characterized by frequent job changes and extensive travel

New generations bring a distinct perspective on work, diverging from traditional norms

Globalization has surged, facilitating access to job opportunities worldwide

The **pandemic** has reshaped people's perceptions of work's value and its modalities, leading to the emergence of **hybrid work environments**

Human Resource Management (HRM) trends

But at the same time:

- The **spread of digital technologies** has **lowered the costs** of storing and analyzing data
- Digital technologies and the digitization of organizational processes have provided HR departments with **more data and insights about their personnel**
- Advanced technologies enable the collection of data on employees' well-being, behaviors, and needs



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HR Analytics definition

Falletta and Combs (2021) define **HRA capability** as a proactive and systematic process for collecting, analysing, communicating, and using **data and analytics in HRM** to support organisations in achieving their **strategic goals and objectives**

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Administrative data

- Demographic information (e.g. gender, age, etc.)
- Educational level
- Role
- Seniority
- Salary
- Vacation days
- Absenteeism
-

HR Processes

- Recruitment score
- Attended training
- Manager feedbacks
-

EMPLOYEE DATA



Performance

- Individual performance (e.g. individual sales)
- Team performance
- Values
-

Personal information

- Psychological state (e.g. Work Engagement, Job Satisfaction, Work Life Balance, Stress, Anxiety, etc.)
- Behaviors (e.g. Intention to quit, intention to leave, recommendation index, etc.)
-

HR Analytics definition

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Three levels of analytics sophistication:

- **Descriptive:** involves analyzing historical data to understand what has happened in the past. It focuses on summarizing and interpreting data to provide insights into past trends and patterns.
- **Predictive:** involves using historical data and statistical algorithms to forecast future outcomes or trends. It aims to identify patterns in data that can be used to make predictions about future events or behaviors.
- **Prescriptive:** goes beyond predicting future outcomes by recommending actions to achieve desired outcomes. It uses advanced algorithms and machine learning techniques to suggest the best course of action based on predictive models and business constraints.

Where and how would you use HR Analytics to improve or support Human Resource Management practices?

Nobody has responded yet.

Hang tight! Responses are coming in.

Start the presentation to see live content. For screen share software, share the entire screen. Get help at pollev.com/app

HR Analytics cases: some examples

The Project Oxygene Case

Google

- **Objective:** Identifying and ranking more effective leadership traits
- **Data:** Performance reviews; Bottom-up reviews; Staff surveys.



The HR department performed a two step analysis. First, in order to understand if managers matter (i.e. **Q1. Do managers matter?**), different **regression analysis** have been performed on **staff and performance reviews**, revealing that the **best managers have higher retention and performance rates** among their team members. Second, in order to understand the leadership traits of a good leader (i.e. **Q2. What makes a manager good at Google?**), employees were asked to **rank their managers and evaluate their leadership abilities**. Then, the HR team conducted **interviews** of managers at bottom and top quartiles to understand how they were running their teams. These data have been then analysed to **identify the top 8 qualities of good managers**. In the end, training and development programs have been organised in order to provide guidelines about the qualities, roles, and responsibilities that a good manager needs to have in Google. Furthermore, recruitment processes have been adapted.

HR Analytics cases: some examples

Predictive Models

Zara and Bershka

BERSHKA

- **Objective:** Identifying and understanding the impact of different drivers on store productivity
- **Data:** Absenteeism rate; voluntary turnover rate; size of the staff (e.g. n° shop assistant)



[...] **Zara** was particularly interested in the impact of absenteeism, workday reductions, voluntary turnover, and the size of the staff in the stores, in particular shop assistants. They also wanted to analyze the effect of the proportion of permanent contracts as well as the age of the managers (both of them larger than in the rest of the chains). The model, thus, showed that absenteeism due to **sickness**, job tenure of the coordinators, the **number of supervisory** clerks, and the age of store managers were **statistically significantly related to store productivity**, explaining the 41% of the total variance. Furthermore, the regression model predicted that (*ceteris paribus*) hiring each extra supervisory assistant would increase sales by 1.89 euros per hour per month. Taking into account that the average hours worked at a store is 3,683, this would mean an increase 6,960 of euros/month. In addition, it has been found an inverted **U-curve effect for voluntary turnover**, meaning that turnover is beneficial for store performance up to a point but turns to have a negative effect after that point (around 15% of annual quits). [...] For **Bershka**, instead, **turnover was not significant** for store productivity, but another **curvilinear relationship** has been found, this time regarding the **staff of store assistants**. By plotting the relationship, the company estimated that hiring up to **11 assistants** would increase sales, while after that number the number of sales decline.

HR Analytics definition

Sophisticated analytics techniques can provide deeper insights into the issue at hand ... however, what matters most is not the technique itself but rather the **strategic impact** of the analyses conducted

Analytics should **address a business problem** related to personnel, support decision-making, enhance processes, etc.

In essence, HR Analytics have to **create value for the organisation and individuals!**

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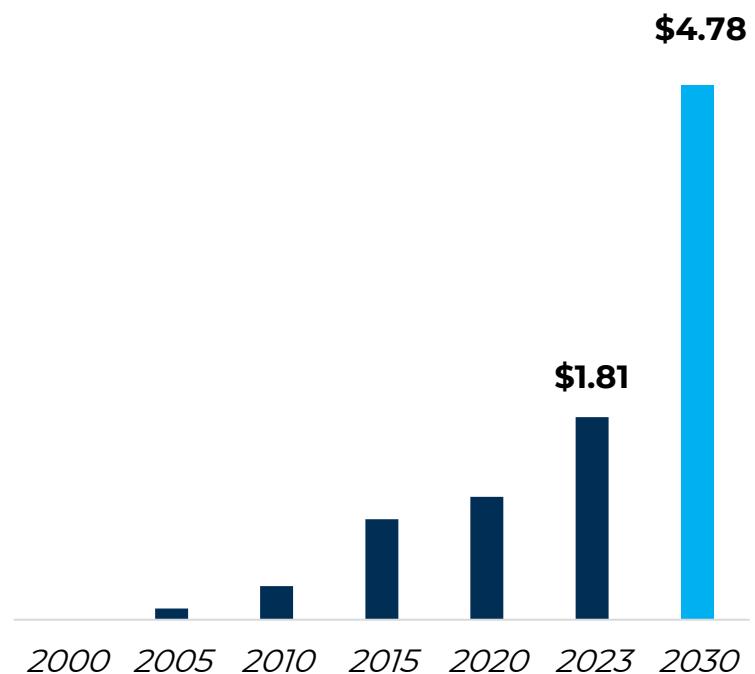
In essence, HR Analytics have to **create value for the organisation and individuals!**



HR Analytics interest and diffusion

In the last decade, **HR Analytics interest** has **dramatically increased** both among practitioners and academics ...

- Organisations and their HR departments consider HR Analytics an important **business priority** (Deloitte, 2023)
- The **global market value for HR Analytics solutions** has exponentially grown in the last decade, reaching \$1.81 billion in 2023, and is projected to grow further in the upcoming years, reaching \$4.78 billion by 2030 (Fortune Business Insights, 2023)



HR Analytics interest and diffusion

Despite the interest ...

Most organizations are **still struggling** in implementing and developing HR Analytics initiatives (Deloitte, 2023), reporting a “**capability gap**”

Organizations reported that **42%** of their **HR Analytics projects fails** or provide only partial benefits within two years (*Bersin, 2021*)

Furthermore:

- **96%** reported that people-related decisions are based on **HR controlling** (e.g. Excel)
- Descriptive (32%), predictive (5%), and prescriptive (5%) **analytics are still rare** in organizations
- ... at least, 66% said that data evaluation in HR is included in strategic management (Wirges and Neyer, 2022)

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HR Analytics organisational development

HR Analytics development over time depends on **multiple organisational dimensions** and levels (i.e. individuals, processes, structures)

Technological

- HR Information Systems
- Integrated technological architecture
- HR databases
- Analytical softwares
- Visualisation interfaces
- Other (i.e. AI, big data, etc.)

Organization

- Individual competencies: (i.e. informatic; behavioural; statistical; communication; data visualisation; business understanding; etc.)
- Governance (i.e. processes definition, role definition)
- Top-management support
- Strategic relevance

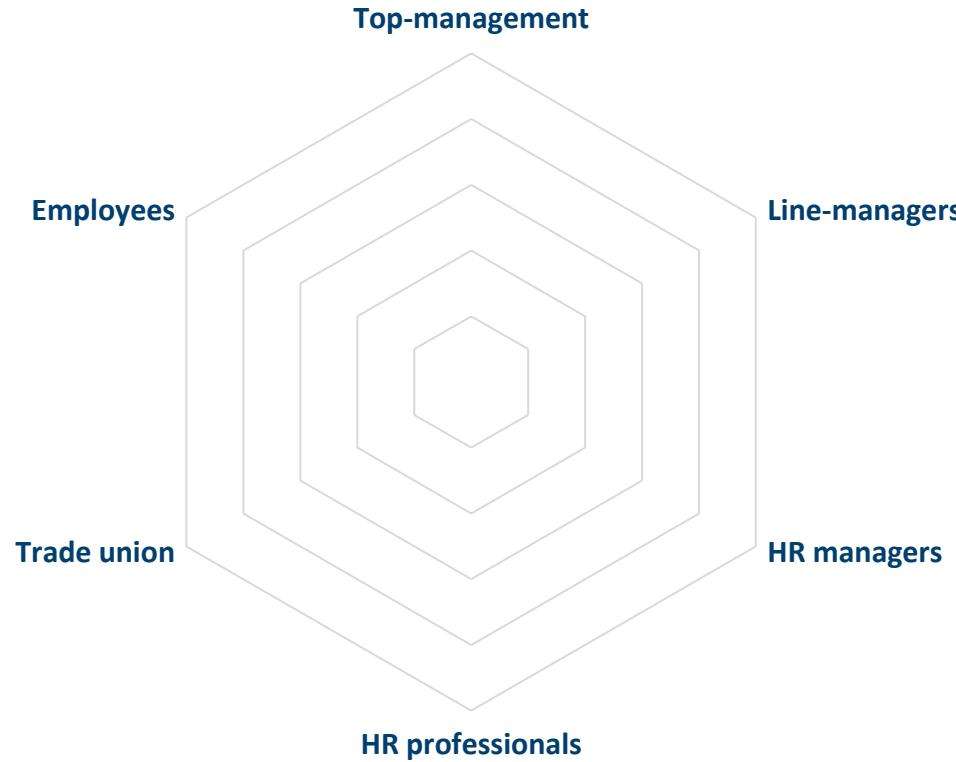
Functional

- HR data cleaning
- HR metrics
- HR scoreboard
- Reporting
- Descriptive analytics
- Predictive analytics
- Prescriptive analytics

... and diffusion variables (e.g. analytics culture, credibility, etc.)

HR Analytics organisational development

HR Analytics involves **different stakeholders**



HR Analytics organisational development

... each **stakeholders** has **different objectives and expectations**

- Satisfy their personal needs
- Have a good work experience
- ...

Employees

- Protect employees rights
- Make respect regulations
- ...

Trade union

- Take better HR decisions
- Improve HR processes
- ...

Top-management

- Reach business objectives
- Increase performance
- Increase profit
- Decrease people-related costs

Line-managers

- Increase performance
- Manage the team
- Take better decisions
-

HR managers

- Improve HR services
- Align HR and business objectives
-

HR professionals

HR Analytics organisational development

... each stakeholders has **different objectives and expectations**

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- ... and employees?

HR Analytics and employees

HR Analytics promises **improved organizational performance**, more efficient and effective HRM processes, higher alignment between HR practices and individual needs, and an overall **better employee experience**.

However

How would you feel if your organisation implemented HR Analytics practices? Would you be happy or would you be afraid of something?

Nobody has responded yet.

Hang tight! Responses are coming in.

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HR Analytics and employees

HR Analytics promises **improved organizational performance**, more efficient and effective HRM processes, higher alignment between HR practices and individual needs, and an overall **better employee experience**.

However

- Workplace **surveillance** mechanisms (e.g. excessive and abusive supervision)
- **Privacy** concerns
- **Ethical** issues
- **Reductionism** perception and fear of being datafied
- Possible **discrimination** issues
- ...

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