

Final Prep

Friday, November 22, 2019 16:44

SEE exam review 2 guide:

format -> case based questions
resources -> open notes & open book
answer template -> Dec 5th post
exam -> Dec 7, 8 am to 1 pm

Drucker Model:

What makes an effective executive

- 1 - 2 -> Get the knowledge you need
- 3 - 6 -> Convert your knowledge into action
- 7 - 8 -> Ensure Company wide accountability
- 9 -> extra
 - 1. ask "What needs to be done?"
 - a. identify tasks you're best at
 - b. do one at a time
 - c. delegate the rest
 - d. re-prioritize based on new realities
 - 2. ask "What is right for the enterprise?"
 - a. decisions that are right for the enterprise are right for stakeholders
 - 3. develop action plans
 - a. devise plans that specify desired results
 - b. legal and compatible with companies values, mission and policies
 - c. have check-in points
 - d. implications on how you spend your time
 - e. revise plans to reflect new priorities
 - 4. take responsibility for decisions
 - a. specify who is accountable
 - b. when implementation is due
 - c. who is affected
 - d. who must be informed
 - e. regularly review decisions (especially hires and promotions); this allows you to correct poor decisions before doing real damage
 - 5. take responsibility for communicating
 - a. get input from superiors, subordinates and peers on your action plans
 - b. let each, from above, know what you need to get the job done
 - c. pay equal attention to peers and superiors
 - 6. focused on opportunities rather than problems
 - a. identify changes inside and outside organization
 - b. new technologies
 - c. product innovations
 - d. "how can we exploit this opportunity for the enterprise?"
 - e. match best people with best opportunities
 - 7. run productive meetings
 - a. articulate each meetings purpose
 - b. terminate meeting once purpose is accomplished
 - c. follow up with short communications summarizing the discussion
 - d. spell out new work assignments and deadlines for assignments
 - 8. thought and said "we" vice "I"
 - a. always give credit to the team
 - b. authority comes from organizations trust in you
 - c. always consider organizations needs before own

9. Listen first, speak last

A-B-C Analysis:

Antecedent:

- environment or preceding events
- signal

Antecedents

A training programs, a bulletin board a phone rings, a goal, a siren, an email, a traffic light, etc.

Behavior:

- behavior of interest
- what is the action or behavior of the target person

Consequence:

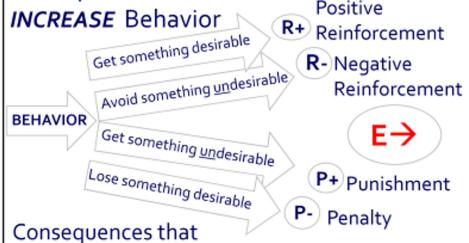
Consequence: An outcome to influence the probability of the behavior occurring.

- **Reinforcement (R+/R-)**
Increases behavior.
- **Punishment/Penalty (P+/P-)**
Decreases behavior.

Consequences Types

Consequences that

INCREASE Behavior



Consequences that

DECREASE Behavior

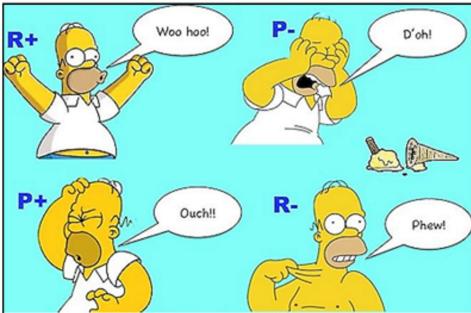
Daniels (2016) ..

Extinction: A behavior stops because nothing occurs as a result.

Penalty vs. Extinction:

P⁻ = Contingent removal

E⁻ = A non-event



Homer Simpson Rs + Ps Table

Consequence Dimensions

Dimensions		
Value	Positive	Negative
Timing	Immediate	Future
Probability	Certain	Uncertain

15

Social Cognitive Motivation Theories:

Self-efficacy Theory:

Self-efficacy (Bandura)

Self-efficacy: The belief in one's capacity to successfully execute and accomplish a given task.

Notes:

- A task specific concept
- Self-esteem versus self-efficacy

29

Why is Self-efficacy Essential?

1. Influences levels of motivation (task choice, effort, persistence)
2. Task performance (effort and persistence \Rightarrow performance)
3. Thought patterns (on/off task)
4. Stress (self-efficacy \uparrow stress \downarrow)

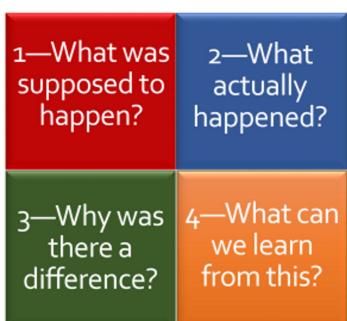
30

Self-efficacy Development

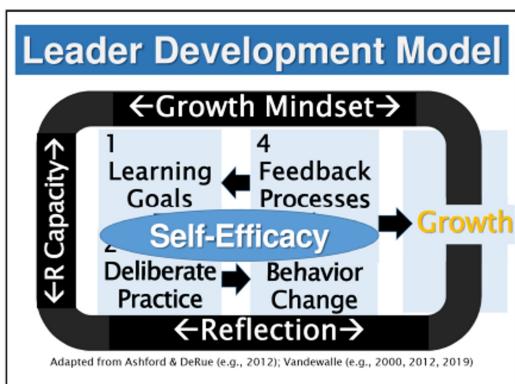
1. **Mastery experience** with training, deliberate practice, and overcoming obstacles/setbacks
2. **Vicarious experience** with modeling, esp by an "identifiable" and credible source.
3. **Persuasion** with verbal support, feedback by the self and others (credibility important)
4. **Emotional state enhancement** (relaxation, positive environment, mental imagery)

39

After Action Review:



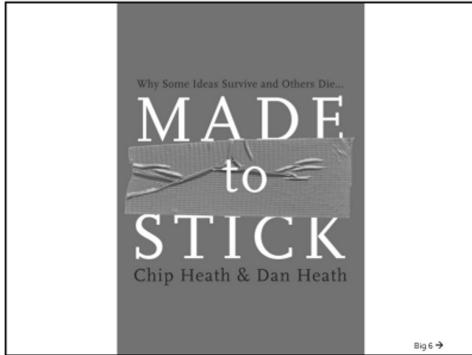
Leader Development Model:



\$

Term 02 Prep

\$



#1 Simplicity

- The Core: The single, most important priority (\approx CI)
- compact: Distill the core to a profound, concise phrase (\approx a proverb)

34

#2 Unexpectedness

- get Attention: Surprise with a schema break 
- hold Attention: Develop an interest with a knowledge gap (curiosity)

35

"Unexpected" Tactics

- Open a knowledge gap with a question or puzzle
- Create suspense/surprise
- Disrupt a schema with a switch and/or a contrast

36

Open a knowledge gap

2010
DIRTIEST
Hotels



37

Create suspense/surprise



CHARITYWATER.ORG PSA

4,100 KIDS WILL DIE TODAY FROM
WATER-RELATED DISEASES. HELP.

INCLUDES WORK BY THE BAND METALLICA THAT COULD EVER MAKE MORE MONEY AND SPEND IT ON THIS CAUSE. PLEASE DONATE TO CHARITYWATER.ORG. YOUR DONATION IS A MATCHMENT MATCH TO DOUBLE YOUR DONATION. YOU CAN ALSO CALL 1-877-410-0000 OR VISIT WWW.CHARITYWATER.ORG. \$20 CAN GIVE ONE PERSON ACCESS TO CLEAN WATER.

Jennifer Connolly →

38

Disrupt Schema With Change

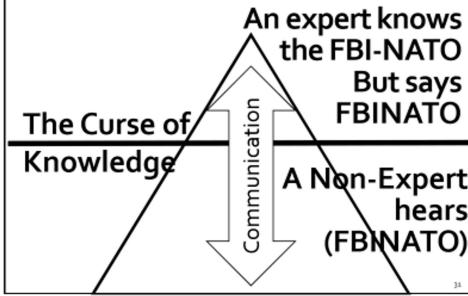


39

#3 Concreteness

- Help people comprehend and remember with sensory language to create a **mental picture** and **shared turf**→
- The “Curse of Knowledge” communication challenge

An Expert's Abstract Curse



5. Are my data memorable?



For \$1.35, for how many days could you buy a 16-ounce glass of tap water?

Credibility With Data

Text versus picture → 37

Data Visualization (Duarte)

1. Am I presenting or “giving” data?
2. Am I using the right chart or table?
3. What is the message I want to convey?
4. Do the visuals accurately reflect the data?
5. Are my data memorable?

#5 Emotion

For people to care, they need to feel via:

- Self-Interest
- Identity
- Association

47



Self-Interest



49

The Curious Story of Product "X"

Listerine

Association

#6 Stories

Stories bring ideas to life and drive action through:

- Simulation (how to act)
- Inspiration (energy to act)

51

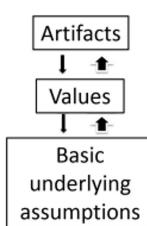
\$

Org Culture & Socialization

\$



Levels of Corporate Culture



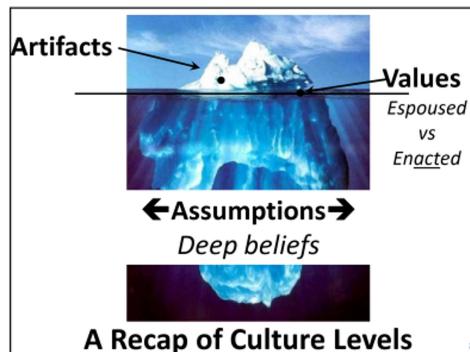
The observable symbols, layout, behaviors, rules, & interactions

Understanding about what is right, wrong, and "should be"

The deep-rooted beliefs, understandings, and perceptions about "reality"

Adapted from Schein & Schein (2019) *The Corporate Culture Survival Guide*.

15



Artifacts



Assumptions Deep Beliefs

About United Airlines—Top 50

advertiser | airlines | award | brand | business | card | career | center | conditions | citizenship | club | com | corporate | credit | destinations | earn | english | express | flight | global | information | investor | islands | learn | media | mileageplus | miles | miles | news | newsroom | offers | open | page | partners | preferences | products | program | relations | reservations | search | services | social | special | subscriptions | tab | travel | united | visit

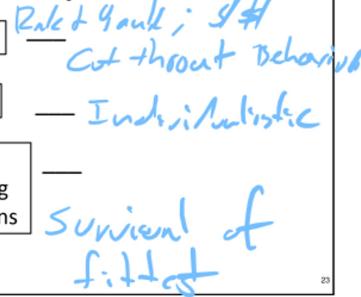
About WestJet Airlines—Top 50

air | aircraft | airline | best | canada | canadian | caring | children | chosen | com | commitment | community | company | continue | corporate | culture | destinations | environment | environmental | experience | fleet | flight | improvements | fly | friends | friendly | guests | information | interests | investment | investor | javascript | journey | media | partners | passionate | people | prefer | providing | relatives | reporting | top | travel | westjet | westjetters | world | years

Southwest Airlines Culture

Assumptions	Values	Artifacts
Life should be enjoyable	have fun	Use of humor Crazy celebrations Bizarre ad campaigns
We all have equal value as human beings	golden rule	Catastrophe fund LUV logo; c-service Respectful treatment
We are underdogs	work hard	Flexible employees High work output A sense of urgency Innovation focus

Enron Corporate Culture



Value Gap Assessment

Espoused values
(what's said)
versus
Enacted values
(what's done)

26

Culture Influences

1.External Factors

- Industry & professional cultures
- National and regional cultures

2.Historical factors

- Birth circumstances →
- Founder's imprint →

Culture Influence Factors

3.Internal factors

- Hiring strategy
- Socialization (training)
- Severance
- Internal communication
(and senior leadership)

DY

36

Socialization

Organizational actions to align the organizational and individual purposes as to the behavior and performance expectations

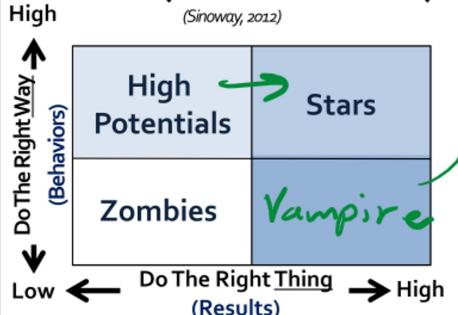
Socialization Control Level

	Control Level	
	High	Low
Target	Inexperienced	Experienced
Agent	Internal	External
Intensity	Strong	Weak

The Intensity Question

Could there be a hazard to an intense focus on hiring for fit, and an intense focus on high control for socialization and training?

Culture (And Severance)



\$

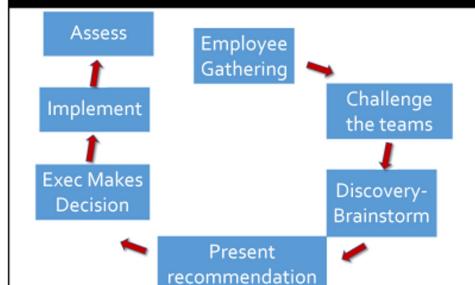
Org Change

\$

Kotter Leading Change Model

1. Establish a Sense of Urgency
2. Build a Guiding Coalition
3. Create a Vision and Strategy
4. Communicate the Vision
5. Empower Others to Act
6. Generate Short-term Wins
7. Consolidate and Create More △
8. Institutionalize New Approaches

GE Workout Process



Why Does GE Work-Out Work?

- Permiss.ion to raise problems
- Time allocated to raise problems
- Process to raise problems
- Process to develop solutions
- Accountability to decide and implement solutions

The RAMMP Matrix

	Team	Division	Corporate	Customer	Regulator	COULD IT BE?
Reports						1— Eliminated?
Approvals						2— Partially eliminated?
Meetings						3— Delegated downward?
Measures						4— Done less often?
Policies						5— Done in a less complex, time-consuming manner?
Practices						6— Done with fewer people involved?
Other						7— Done using more productive tech?
	← Control Unit →					8— Other?

Courtesy of Steve Kerr

PROBLEM	DESIGN THINKING	IMPROVED OUTCOME
<i>Innovators are:</i>		
<i>Trapped in their own expertise and experience</i>	<i>Provides immersion in the user's experience, shifting an innovator's mindset toward...</i>	<i>A better understanding of those being designed for</i>
<i>Overwhelmed by the volume and messiness of qualitative data</i>	<i>Makes sense of data by organizing it into themes and patterns, pointing the innovator toward...</i>	<i>New insights and possibilities</i>
<i>Divided by differences in team members' perspectives</i>	<i>Builds alignment as insights are translated into design criteria, moving an innovation team toward...</i>	<i>Convergence around what really matters to users</i>
<i>Confronted by too many disparate but familiar ideas</i>	<i>Encourages the emergence of fresh ideas through a focused inquiry, shifting team members toward...</i>	<i>A limited but diverse set of potential new solutions</i>
<i>Constrained by existing biases about what does or doesn't work</i>	<i>Fosters articulation of the conditions necessary to each idea's success and transitions a team toward...</i>	<i>Clarity on make-or-break assumptions that enables the design of meaningful experiments</i>
<i>Lacking a shared understanding of new ideas and often unable to get good feedback from users</i>	<i>Offers pre-experiences to users through very rough prototypes that help innovators get...</i>	<i>Accurate feedback at low cost and an understanding of potential solutions' true value</i>
<i>Afraid of change and ambiguity surrounding the new future</i>	<i>Delivers learning in action as experiments engage staff and users, helping them build...</i>	<i>A shared commitment and confidence in the new product or strategy</i>

