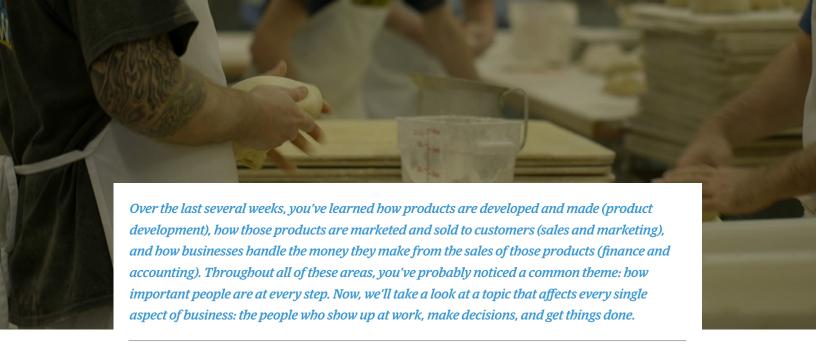




WEEKS 8 & 9
MANAGEMENT & LEADERSHIP



WHAT YOU WILL LEARN

Here's a look at the big ideas that we will concentrate on over the next two weeks:

- A business's **hierarchy** defines how people within the organization report and relate to one another, as well as what duties they are responsible to complete or oversee. An organizational chart is a graphical depiction of the hierarchy that indicates the reporting structure, roles and responsibilities of the entire business.
- The corporate structure of a business embodies how it is organized—such as tall or flat.
 The structure indicates how people work together and who has the authority to make various decisions.
- The human resources cycle captures the path that an individual takes through an
 organization. The cycle depicts a business's progression with each employee, starting with
 recruit and employ, moving to reward, manage, and develop, and ending with transition or
 exit.
- A business's vision and mission express the driving goals of an organization. The mission says what the business aims to do. The vision describes the world as the business sees it.
- Leaders find ways to motivate teams to work together to advance the mission and vision of the business. A leadership style encapsulates a leader's approach to the business and to her team.

Leaders set the tone at the top in order to build teams and foster a healthy, productive culture
that enables each team member to serve the mission and vision of the business.

HOW BUSINESS LEADERS SEE IT

Over the next two weeks, you'll meet Paul Saginaw and Ari Weinzweig. As leaders at Zingerman's Delicatessen and the Zingerman's community of businesses, Paul and Ari are responsible for managing lots of employees, designing and updating the structure of a complex group of businesses, safeguarding the Zingerman's vision and mission, and building strong, healthy teams.

Here are the simple things Paul and Ari think about to make sure their business runs smoothly and serves its employees, its customers, and its community:

- Choose a structure that makes sense for the organization. "We wanted to have an organization
 where decisions were not going to be made based on who had the most authority, but rather
 who had a solution."
- Live by the mission. "Our mission: Selling food that makes you happy, giving service that makes you smile, and passionate pursuit of that mission. To enhance as many lives as we possibly can and show love and care in all our actions."
- Commit to the vision. "The major work that you have to do is to create a vision that allows you to describe the world that you want to be a part of, and then with all your heart give yourself over to it"
- Empower employees. "We provide meaningful work, dignity, and a sense of community. We do that by bringing in folks, having clear, well-documented expectations, and giving them all the tools and resources that they need in order to be successful."
- Be a custodian of the future. "Somebody in the organization has to take the time to be looking down the road and managing for the future. It is a debt you owe to the people who work for you.

WHAT YOU CAN DO WITH IT

By the end of these two weeks, you'll be able to:

- Characterize a corporate structure and hierarchy
- Identify missing steps in the human resources cycle and the consequences of not focusing on each step
- Troubleshoot and improve leadership styles to improve team performance

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