

# Business is people



WEEKS 8 & 9  
MANAGEMENT & LEADERSHIP

*Over the last several weeks, you've learned how products are developed and made (product development), how those products are marketed and sold to customers (sales and marketing), and how businesses handle the money they make from the sales of those products (finance and accounting). Throughout all of these areas, you've probably noticed a common theme: how important people are at every step. Now, we'll take a look at a topic that affects every single aspect of business: the people who show up at work, make decisions, and get things done.*

## 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

### NOTES

---

---

---