INDIVIDUAL PROJECT

NAME: CARBONI – TEAM 1

HONOR CODE

As an EHL Hospitality Business School student, I uphold and defend academic integrity, academic rigor, and academic liberty as core values of higher learning. I attest, on my word of honor, that work submitted in my name is my own work and that any ideas or materials used in support of this work which is not originally my own, including AI-generated or assisted text, are cited and referenced accordingly in APA format.

ALEXANDRE CARBONI

SELF-REFLECTION

(COMPLETE ALL THE SECTIONS)

Index

Management Style

☒ Who are my role models (and why?)
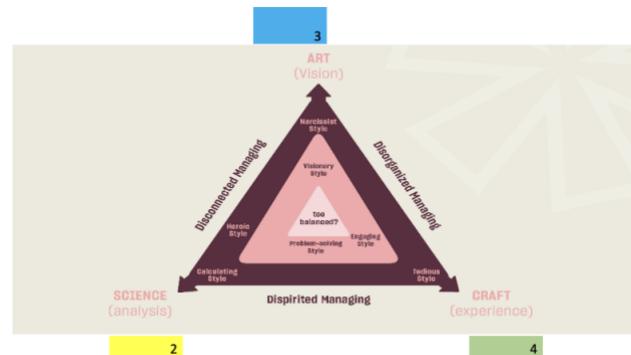
My role models are people who combine a clear direction with disciplined execution and strong relationships. My father is one: he stays calm, takes calculated risks, and pushes progress without stress, something I try to copy when under pressure. In my work environment, I look up to managers like my Community Manager mentor because they create clarity, delegate, and keep the team accountable without killing motivation. More broadly, I am inspired by leaders who are but still use transactional basics (KPIs, standards) so results actually happen.

☒ According to the P-O-L-C Framework, what can I say about my management skills?

Using the P-O-L-C framework, I would say my management skills are strongest in Planning and Controlling: I am good at setting clear objectives, breaking work into actionable steps and tracking progress with metrics to stay on target. My Organizing is solid, but I can develop how I structure roles, timelines and resources earlier to reduce last-minute pressure. Besides in Leading, I am effective when I communicate expectations and support others, but I still need to develop stronger delegation and alignment so results do not rely on me driving everything.

☒ Paste here the Figure with my results from the art-craft-science triangle diagnostic (Mintzberg Triangle)

IDEAS	My choice	EXPERIENCE	My choice	FACTS	My choice
Intuiting	0	Practical	1	Analytical	0
Heart	0	Hands	1	Head	0
Strategies	1	Processes	0	Outcomes	0
Inspiring	1	Engaging	0	Informing	0
Passionate	0	Helpful	1	Reliable	0
Novel	0	Realistic	0	Determined	1
Imagining	0	Learning	0	Organising	1
Seeing it	0	Doing it	1	Thinking it	0
'The possib	1	'Consider it done	0	'That's perfect!'	0
SCORE	3	SCORE	4	SCORE	2

☒ Personal reflection on my scores of the styles identified by Mintzberg (Mintzberg's Triangle)

My Mintzberg Triangle scores show I naturally lean toward Craft(experience) (4): I am most comfortable being hands-on, practical and moving things forward through execution. I also have some Art(vision) (3), meaning I can think in terms of strategy and motivate around what is possible. In addition ,my lowest score is Science(analysis) (2), which is a reminder that I need to be more deliberate in using data, outcomes tracking and structured communication to balance my "do-first" bias.

☒ Paste here a screenshot of my results from the "Personal Values" test

☒ Based on the results I obtained in my "Personal Values" test, what would I say is my preferred management style (in my own words)?

My preferred management style is ambitious and performance-driven, with clear goals and high standards, because success and financial stability matter to me. At the same time, I like a challenge-oriented way of leading: I push for progress, take calculated risk, and encourage experimentation when it helps us move faster. In practice, I try to balance discipline with courage and adventure (change, innovation) so the team performs without playing it too safe.

Harvard Business School Online Simulation

Crafting Your Life

Analyze the alignment between your personal values and your life/work priorities.

Reflection 1. How do your personal values align with the self-insights you gained during the 'Crafting Your Life' SIM? In what ways has the experience helped you better understand the kind of person—and professional—you aspire to be?
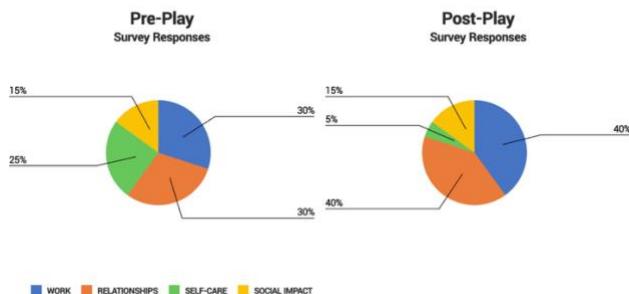
Reflection 2. In what ways do your personal values and the insights gained from the 'Crafting Your Life' SIM shape your approach to managing others—and influence your preferences for how you would like to be managed?

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*Reflection 1. The SIM showed a clear alignment between what I say I value and what I actually prioritize under pressure: I consistently chose **relationships (16/24 = 67%)** and **work (14/28 = 50%)**, while **self-care (7/19 = 37%)** and **social impact (3/9 = 33%)** came second. After the SIM, my stated priorities shifted to **40% work + 40% relationships**, and self-care dropped to **5%**, which fits my "success/stability + challenge" mindset but highlights a sustainability risk. It also humbled me: my decision-confidence decreased from pre to post, meaning I'm aware of the trade-offs I make even when I'm satisfied with my final choices (**4/5**).*

*Reflection 2. These insights push me to manage others with **clear goals and high accountability**, but also with genuine attention to relationships because that's where I naturally invest and where trust/culture is built. At the same time, the self-care drop is a warning: I need to design the work so performance doesn't come from constant sacrifice (cadence, workload boundaries, realistic timelines). How I want to be managed is similar: **high autonomy + clear expectations**, regular check-ins, and a manager who protects focus and sustainability, not just outcomes.*

Survey Category Priorities

You took a survey that captured what you thought your priorities were both before and after playing the simulation. The comparison is below.
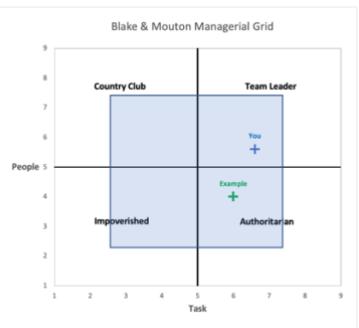
Leadership Styles

☒ What type of leader would I say I am? (in my own words):

I am an action-oriented, hands-on leader: I like setting a clear direction and then moving fast into execution. I naturally encourage goal and experimentation, but I need to be more disciplined on follow-through and not let progress depend on me pushing everything. I lead best with clear goals, short check-ins and autonomy for the team, while working on stronger delegation and more structured, data-driven decisions.
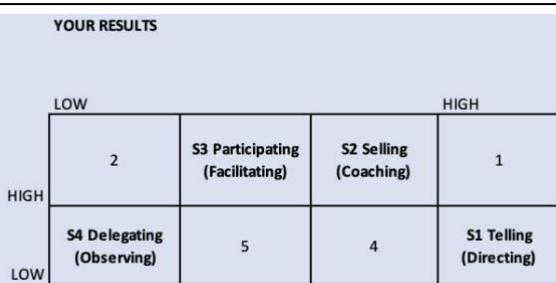
☒ Paste here a screenshot of my results from Blake & Mouton's self-assessment

Blake & Mouton Managerial Grid

☒ Personality and behaviors: Am I a leader? Do I act as a leader? What type of behavior(s) dominates(s) my style?

Yes, I act as a leader. I naturally take ownership, set direction and drive progress when something needs to get done. On the Blake & Mouton grid I sit relatively high on task and reasonably high on people, so my dominant style is result-driven but still team-aware. However, my default behaviors are being direct, structured and pushing pace. The risk is slipping into "task first" under pressure, so I need to stay intentional about listening, involving others as well as delegating instead of carrying it myself.

☒ Paste here a screenshot of my results from Hersey & Blanchard's self-assessment

☒ Does my leadership style adapt well to contingencies?

Partly. My results show I mostly rely on S4 Delegating (5) and S1 Telling/Directing (4), with less use of S2 Coaching (1) and S3 Participating (2). It means adapting well at different situations (either I step back and trust, or I take control fast), but I am less flexible in the "middle zone" where people need support, alignment. My biggest improvement is getting stronger at coaching/facilitating so I can keep execution high without becoming too hands-off or too directive.

☒ Paste here a screenshot of my results from MLQ's self-assessment

Factor		TOTAL	SCORE RESULT	
1	Idealized influence (items 1, 8, and 15)	8	Factor 1	MODERATE
2	Inspirational motivation (items 2, 9, and 16)	11	Factor 2	HIGH
3	Intellectual stimulation (items 3, 10, and 17)	6	Factor 3	MODERATE
4	Individual consideration (items 4, 11, and 18)	9	Factor 4	HIGH
5	Contingent reward (items 5, 12, and 19)	9	Factor 5	HIGH
6	Management-by-exception (items 6, 13, and 20)	5	Factor 6	MODERATE
7	Laissez-faire leadership (items 7, 14, and 21)	5	Factor 7	MODERATE

☒ My own analysis: Transactional-transformational style. Do I have more of a transactional style or

a transformational style? Or both?

I am clearly a blend of both, but with a slightly stronger transformational side. My scores are high on inspirational motivation (Factor 2) and individual consideration (Factor 4), which means I naturally focus on vision, dynamism and developing people. At the same time, I am also strongly transactional through contingent reward (Factor 5)clear expectations, performances and recognition tied to results are principles I value. Finally, my weaker point is intellectual stimulation (Factor 3) being only moderate, so I should push myself to challenge thinking more systematically instead of relying mainly on pace and execution.

☒ Paste here a screenshot of my scoring of the Collaborative Leadership self-assessment:

The higher mean score (highlighted in green) indicates which dimension is predominant.
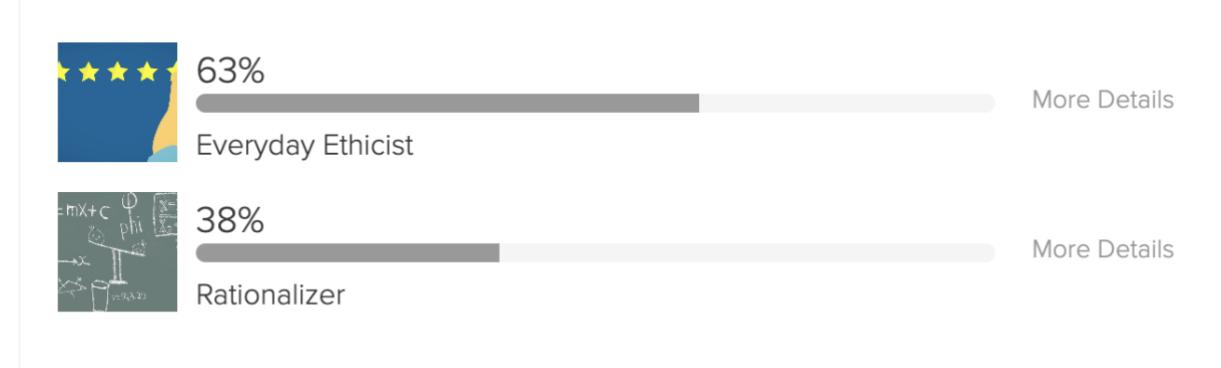
Play global connector :	0.4
Engage talent at the periphery :	3
Collaborate at the top first :	4.5
Show a strong hand :	2.5

☒ How close/far am I from being a true collaborative leader? Why?

I am relatively close, as my strongest dimension is "collaborate at the top first" (4.5), which means I naturally align with people, build coalitions, and drive coordination to ensure decisions are made quickly and in the right place. The gap is that I am weaker as a global connector (0.4) and only moderate engagement with the periphery (3). My collaboration can stay "inside the core group" instead of spreading across the wider network. To be a true collaborative leader, I believe I need to invest more in cross-boundary relationships and consistently pull in quieter voices, especially outside my immediate circle, rather than relying mainly on the top team alignment.

☒ Paste here a screenshot of my scoring of the Ethics self-assessment:

★ ★ ★ ★ **63%**   More Details

Everyday Ethicist

38%   More Details

Rationalizer

☒ How do I interpret my ethical principles as a leader? Why?

My results suggest I lead with an "everyday ethics" mindset (63%): I default to doing what feels fair and responsible, especially in day-to-day decisions that shape trust. The "rationalizer" score (38%) is a warning signal that under pressure (deadlines, performance, money) I could justify grey-zone choices if they seem efficient or "necessary." As a leader, that means I should make my standards explicit (what I won't compromise), create accountability around them and request challenge from others so decisions do not drift when the situation gets intense.

Team leadership and collaborating in teams

☒ Belbin's Team Roles (self-assessment)

Team roles

My central role/s	My peripheral role/s
(highest score/s)	(second highest score/s)
Monitor Evaluator	Coordinator

☒ When comparing my central roles with my peripheral roles, what kind of conclusions do I reach?

Is there a match between my leadership style and my preferred team roles?

My central role is Monitor Evaluator (13), meaning my default contribution is to stay objective, compare options and make sound decisions. My peripheral role is Coordinator (11), which means I naturally step into clarifying goals, structuring the work while also aligning people around a plan. This matches my leadership profile: I am results-focused and structured, and my situational style swings between delegating and directing, which fits a "decide clearly + organize execution" combination. The main imbalance is the low Team Worker (3) and Complete Finisher (4), so I need to be more intentional about relationship maintenance and end-stage quality control instead of assuming they will automatically happen. .

☒ If asked in a job interview about my preferred team role, how would I describe it? (describe one in my own words):

My preferred team role is being the person who brings clarity and direction. I assess options quickly and objectively, then help the team choose a path and organize execution around clear priorities. I like turning messy situations into a structured plan: who does what, by when, and what is the goal, while keeping standards high and momentum strong. If needed, I will step in to make the call and unblock the team, but delegation is also appropriate once alignment is clear.

☒ What should I keep doing, and what should I try to change?

I should keep using my strengths in clarity and execution: setting direction early, structuring the work, and making decisions based on a sober evaluation of options (Monitor Evaluator + Coordinator). In addition, I should keep creating momentum by combining ambition with willingness to take on challenge and try new approache.

I need to correct two things: first, close my execution gap by building stricter follow-through routines (short cycles, checkpoints) so results do not depend on last-minute pushes. Second, strentghen my people focus more coaching/participating, engage the "periphery" more intentionally, and invest in team cohesion (low Team Worker + low global connector) so collaboration scales beyond my core circle.

Harvard Business School Online Simulation

Move – Leading Team Performance

What did I learn from this online simulation from a team leadership perspective?

I learned that when a project is behind (two weeks late with CEO pressure), the right move is not to "blame the expert" but to diagnose the system: priorities, resources, decision rights, and team coordination. I also saw how much performance depends on informal influence using the right relationships and tools (like the interaction maps) to build alignment and unblock work across functions (engineering, product, UX). Under stress I tend to swing between directing and delegating, so the key improvement is using more coaching: align on the "why," clarify expectations, and remove obstacles before pushing harder. Overall, the simulation reinforced that leading performance is about creating clarity, trust and accountability, not just working faster myself.

In-class Educational Game

Collaborating in Teams

What did I learn from this in-class educational game from a team leadership perspective?
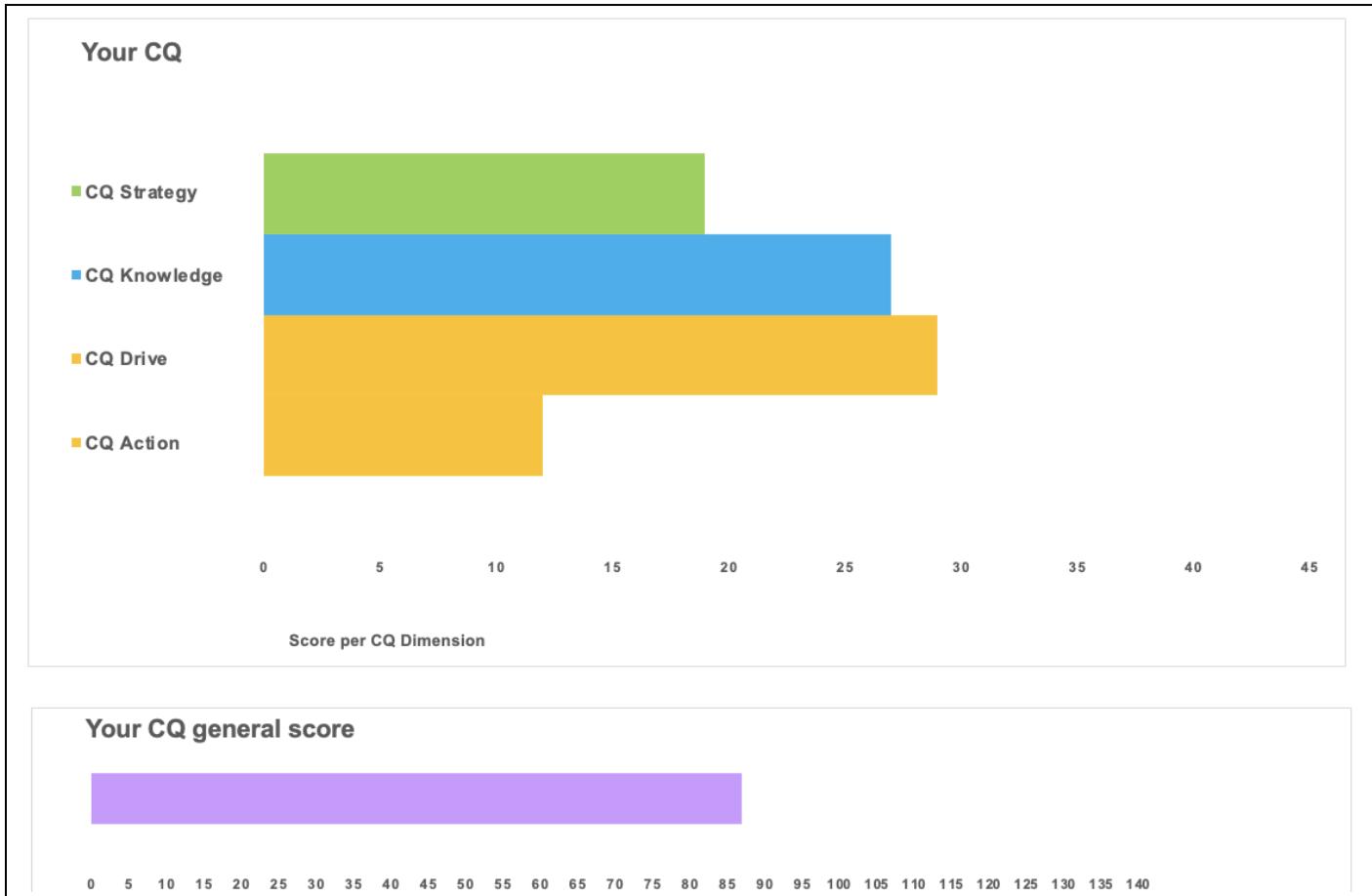
I learned that team performance improves fastest when someone creates clear roles, simple rules, and quick alignment before jumping into action. It also highlighted my tendency to collaborate mainly with the "core" group, so I need to pull in quieter voices and connect across the whole team earlier, not only at the top. Based on limited data, the main takeaway is that collaboration is less about being nice and more about building trust and coordination at the same time.

** ** ** ** **

Understanding and navigating organizational culture, including cross-cultural competence

☒ Paste here a screenshot of my results from the Cultural Intelligence Survey (self-assessment):
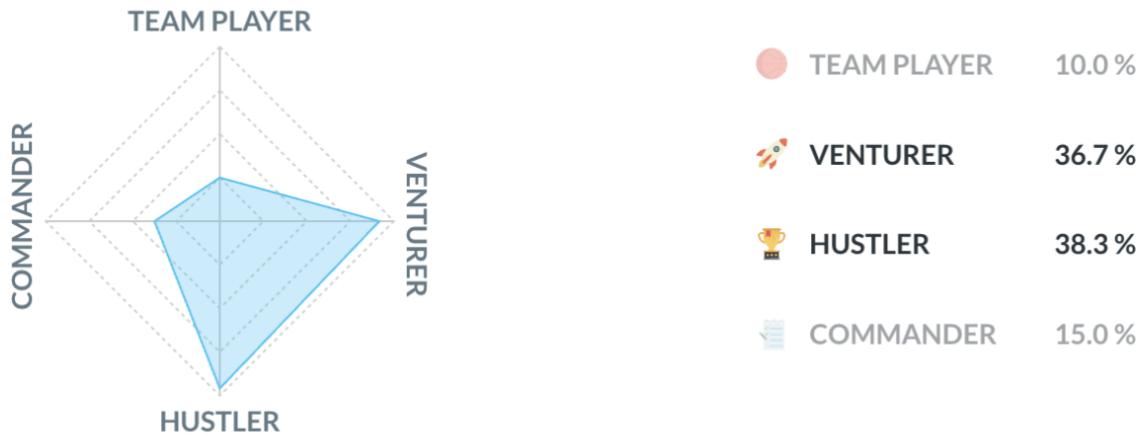
☒ What is my own assessment (opinion, interpretation) of my Cultural Intelligence Survey? Key takeaways:

My CQ profile shows I am strong on CQ Drive and CQ Knowledge: I am curious, motivated, and I can understand cultural differences.However, the gap is in CQ Action (my lowest) and, to a lesser extent, CQ Strategy, meaning I do not always translate that awareness into adapted behavior in real situations. My key takeaway is that to be effective across cultures, I need to slow down, plan my approach and deliberately adjust communication style instead of assuming "good intentions" are enough.

☒ Paste here a screenshot of my scoring of Ideal Work Environment (self-assessment):

	TEAM PLAYER	10.0 %
	VENTURER	36.7 %
	HUSTLER	38.3 %
	COMMANDER	15.0 %

☒ What is my interpretation of my Ideal Work Environment? Does corporate (organizational) culture relate to my work priorities? Why?

My ideal work environment is fast-paced and performance-oriented. I am strongest as a Hustler (38.3%) and Venturer (36.7%), so I like building momentum, taking initiative, and working on ambitious goals with responsibility. The low Team Player (10%) suggests I prioritize autonomy and results over harmony and long consensus-building; I collaborate best when roles and objectives are clear. Yes, organizational culture clearly relates to my priorities: I will thrive in a culture that rewards ownership, learning-by-doing, and calculated risk-taking while I might struggle in a slow and over political environment.

☒ What did I learn from the case study (Arby's) we did in class related to organizational culture? (Key takeaways):

From the Arby's case, I learned that culture is not what a company claims in slogans, but what gets rewarded, tolerated, and repeated in daily routines. When the "real" norms (speed, cost, hierarchy, customer focus, etc.) do not match the strategy, execution breaks down even if the plan is good. It also showed me that culture change is a systemic problem (incentives, hiring, communication, routines), not a one-off speech. Based on data, my takeaway is to diagnose the gap between stated values and actual behaviors before trying to "fix" performance.

☒ How can I link what I have learned so far about my management and leadership style to what I have learned from this case study (Arby's)?

The Arby's case reinforced that performance problems are often cultural and systemic, not just "people issues," and that leaders shape culture through what they prioritize, reward, and tolerate. That links to my style as I am naturally strong at setting direction and structure (Monitor Evaluator/Coordinator) and driving results, but I can under-invest in the "how" of execution: alignment, buy-in, and consistent follow-through. Concretely, it pushes me to lead with clearer norms and routines (not just goals), and to engage beyond my core circle so the culture actually sticks across the whole team.

Fostering and managing innovation

☒ Paste here a screenshot of the scores (A and B) of the Innovative Work Behavior (self-assessment):

Innovative behavior score :	**4.2**

Below the scores obtained in the PEER ASSESMENT (next sheet) :

Innovative behavior :

Idea generation :	**3.5**
Opportunity exploration :	**3.3**
Championing :	**3.5**
Implementation :	**4.0**
Total innovative behavior :	**3.6**

☒ What is my individual assessment of my innovative behaviour? Key takeaways:

My self-view is that I am strongly innovative (4.2), but peer feedback is more moderate (total 3.6), which shows my high intend, but less visible impact. My strongest area is implementation (4.0) turning idas into action is my force, while my weakest is opportunity exploration (3.3), meaning I do not always spend enough time widening the options before moving. Key takeaway: I should slow down earlier to explore and involve others more, so ideas feel co-owned and get championed beyond my own drive.

☒ What is my peers' assessment of my innovative behaviour? Differences with the individual assessment of my innovative behaviour? Why?

My peers see me as moderately innovative overall (3.6): solid on implementation (4.0), and mid-range on idea generation (3.5) and championing (3.5), with the lowest in opportunity exploration (3.3). Compared to my individual score (4.2), they rate me lower, which suggests I experience myself as more innovative than what others consistently observe. The most likely reason is that I move quickly into execution and decision-making and d not always make the exploration phase visible or create enough space for others to contribute. As a result, the innovation can look more like "efficient delivery" than shared experimentation.

☒ Paste here a screenshot of the score of the Informal Network (self-assessment):

How much are you networking?	7	/21

Where are you focusing your networking efforts?

Organization =	2
Profession =	3
Community =	2

☒ Strengths and weaknesses of my networking skills (these strengths and weaknesses can be reflected upon based on your score in the self-assessment on your networking abilities):

My score (7/21) suggests networking is not yet a consistent habit for me, it is more occasional and opportunity-driven than planned. Moreover, my strength is that when I do network, it is purposeful and linked to concrete goals, mainly around my profession (3) rather than just socializing. However, my weaknesses are breadth and continuity: I invest less in building ties inside organizations and in wider communities (2 + 2), which limits access to diverse information and "weak ties." The key shift is to treat networking like a system (regular outreach + follow-ups), not a one-off action when I need something.

☒ What did I learn from the case study (Mapping the Innovation Agenda) we did in class related to innovation management? (Key takeaways):

I learned that innovation can't be ad hoc: it needs to be aligned with business strategy and managed as a portfolio. The case showed that different parts of the business require different innovation logics, exploitation and operational excellence in mature segments, but experimentation and learning loops where the market is shifting. It also highlighted the need for clear choices on ownership, resources, and metrics so ideas actually move into execution.

☒ How can I link what I have learned so far about my management and leadership style to what I have learned from this case study (Mapping the Innovation Agenda)?

I naturally relate to a structured, analytical approach: framing the problem, prioritizing initiatives, and balancing risk/return, which fits my execution-oriented style. My growth area is to avoid over-focusing on optimization only as I need to deliberately create space for exploration (feedback from frontline teams, wider idea sourcing) so I do not underinvest in higher-impact innovation.

Harvard Business School Online Simulation

Topic: Fostering and managing innovation

Title of simulation: "Innovation Simulation: Breaking News"

In this online simulation, students manage the innovation process for a struggling newspaper. Students are tasked with developing new ideas to counter the company's declining sales, subscriptions, and web traffic. Working with limited time and budget, students must decide how to source new ideas. They then review the resulting list of ideas, evaluate and test them, and submit the best possible innovation to the CEO. Students learn about managing innovation in an organization and the trade-offs between different types of organizational cultures.

Learning objectives: Assess how important organizational culture and scope are on setting the direction and tone of the innovation process. Understand the challenges of innovation and describe a range of options available to source and develop high-quality ideas. Describe the potential of open innovation efforts to seed the innovation funnel and develop solutions.

** ** ** ** **

☒ How can I link what I have learned so far about my management and leadership style to the way I

solved the Simulation (SIM)?

In the SIM, I aimed for speed and momentum by opening idea sourcing widely, which produced a high volume of ideas (119) with medium quality (4.8). That fits my "do-first" bias and my tendency to rely on clear direction rather than long consensus-building. The trade-off is that my weaker opportunity exploration showed up as "more ideas" instead of "more targeted bets."
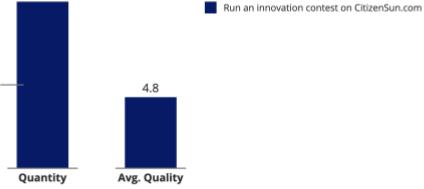
☒ How did I apply the formal aspects of managing innovation to solving the SIM?

I used a structured innovation logic: I chose one initiative type (an open innovation contest), set simple success metrics (quantity/quality), and managed resources intentionally (low budget use at 24% and mid time use at 58%). In other words, I treated innovation as a process with inputs, constraints, and outcomes, while accepting the classic trade-off of breadth versus depth (higher average quality).

PASTE HERE SCREENSHOTS OF MY INDIVIDUAL RESULTS IN THE SIMULATION EXERCISE

INITIATIVES: How you sourced your ideas

DISTRIBUTION OF IDEAS

■ Run an innovation contest on CitizenSun.com

119

4.8

Quantity   Avg. Quality

RESOURCE UTILIZATION

Moderate

Budget Used: 24%   **Time Used:** 58%

You used only a portion of your available budget. Did this generate the results you wanted? How will your CEO feel about this level of investment? Is the approach reproducible?

INITIATIVE MIX

In sourcing your ideas, you **focused on one type of innovation**, pursuing **a more open approach**, and employing **a general audience**.
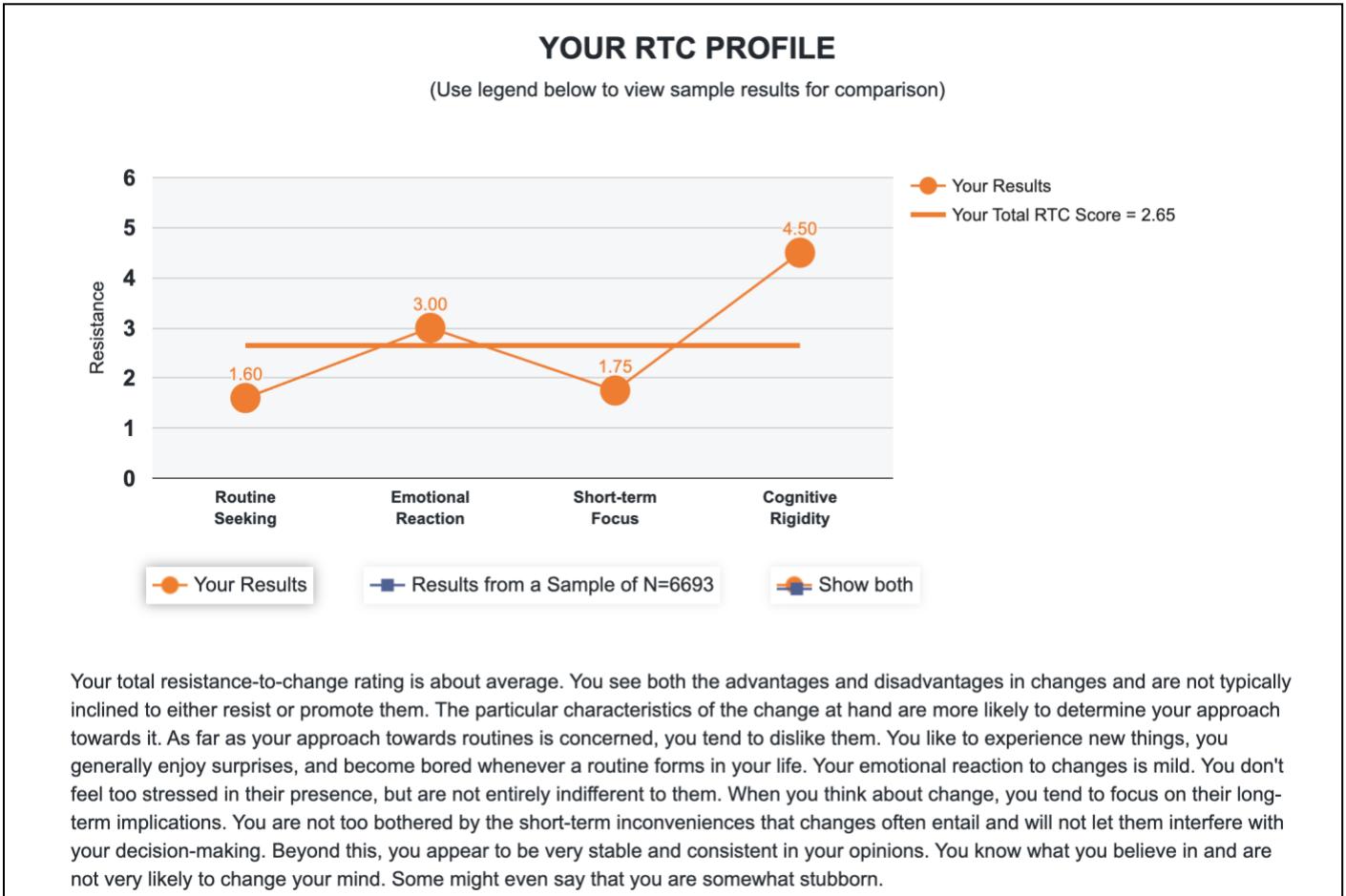
The resulting initiative produced a large quantity of ideas with a medium average quality.

** ** ** ** **

Perspective on and approach to leading and managing change

☒ Paste here a screenshot of the scores of the Resistance to Change Scale (self-assessment):

YOUR RTC PROFILE

(Use legend below to view sample results for comparison)

Your total resistance-to-change rating is about average. You see both the advantages and disadvantages in changes and are not typically inclined to either resist or promote them. The particular characteristics of the change at hand are more likely to determine your approach towards it. As far as your approach towards routines is concerned, you tend to dislike them. You like to experience new things, you generally enjoy surprises, and become bored whenever a routine forms in your life. Your emotional reaction to changes is mild. You don't feel too stressed in their presence, but are not entirely indifferent to them. When you think about change, you tend to focus on their long-term implications. You are not too bothered by the short-term inconveniences that changes often entail and will not let them interfere with your decision-making. Beyond this, you appear to be very stable and consistent in your opinions. You know what you believe in and are not very likely to change your mind. Some might even say that you are somewhat stubborn.

☒ What is my interpretation of my Attitude toward Change? Key takeaways:

My overall resistance to change score is about average (2.65), so I'm not automatically pro-change or anti-change and I evaluate it based on context. My score on routine (1.6) and short-term focus (1.75) remain low, which means I am comfortable with novelty and can tolerate short-term inconvenience if the long-term direction makes sense. The main risk is cognitive rigidity (4.5): once I have formed an opinion, I tend to become fixed and harder to influence, even when new information appears. Thus, I believe I should keep: my openness to new experiences, but build habits that force me to re-check assumptions and encourage challenge before I lock in decisions.

☒ More broadly, does my ability to cope with change in my work and with others fit (not fit?) with my leadership style?

Yes, it mostly fits. I am comfortable with change in, which matches my action-oriented style and my tendency to either take control fast or delegating when things move. However, where it does not fit is my high cognitive rigidity: once I am convinced, I can lock in too early, which can reduce buy-in and make me less responsive to feedback from others. To lead better with people, I should slow down at key moments, involve the wider group (not only the "top"), and use more coaching so change stick culturally, not just operationally.

☒ What did I learn from the case study (The Dorchester) we did in class related to change management? (Key takeaways):

I learned that effective change starts with a real "why" backed by facts, but succeeds only when it shifts mindsets and everyday behaviors. The Dorchester did not just reduce complaints, but they reframed laundry as part of the luxury experience, removed barriers like budget and skills, and created quick wins to build momentum. My takeaway is anchoring the change into culture so it becomes the new standard, not a one-off fix.

☒ How can I link what I have learned so far about my management and leadership style to what I have learned from this case study (The Dorchester)?

I relate to this case because Iconsider myself data-driven and execution-focused. Indeed, I like diagnosing the real problem, prioritizing actions, and tracking impact (e.g., in simulations I perform well on structured, measurable tasks). However, the risk I face is staying too analytical and underinvesting in the people side; the case reminds me to build a coalition early, communicate a clear story, and make frontline teams feel ownership so the change sticks.

☒ Do I consider myself as someone who is comfortable with change in organizations? If yes, why? If not, why?

Yes, overall I'm comfortable with organizational change because I don't need routines to feel secure (low routine seeking) and I can handle short-term disruption when the long-term direction is clear (low short-term focus). I also tend to move quickly from decision to action, which helps when change needs momentum. The main limitation is that I can become fixed on my preferred solution (high cognitive rigidity), so I need to stay open to challenge and adjust based on new information and stakeholder feedback.

Harvard Business School Online Simulation

<u>Topic</u>: Perspective on and approach to leading and managing change

<u>Title of simulation</u>: "Change Management Simulation: Power & Influence"

In this single-player simulation, students play one of two roles at a sunglass manufacturing firm and face the challenges associated with implementing an organization-wide environmental sustainability initiative. The initiative seeks to change raw material inputs in order to make the company's products more "green," and also to address environmental waste issues. The simulation includes up to four scenarios with different combinations of two important factors for creating change: the relative power of the change agent and the relative urgency associated with the change **initiative**. In each scenario, students choose among different change levers in an attempt to persuade key members of the organization to adopt the change initiative. Students are assessed on their ability to achieve the greatest percentage of adopters within the company while simultaneously using the fewest resources.

Learning objectives: Change Agents, Influence and Organizational resistance, Influence of power relations in organizations.

** ** ** ** **

☒ What did I learn about this exercise? How did I apply the theory explained in class to solve the

SIM?

I learned that change leadership is mainly about building adoption efficiently, not just having a good initiative: I reached a critical mass (19 adopters), but my efficiency varied a lot (48 weeks vs 87 weeks; CER 0.40 vs 0.22), showing that stakeholder targeting and sequencing matter. To solve the SIM, I applied the class theory by treating change as a network and influence problem: identifying key decision-makers and opinion leaders, converting them into advocates, and using them to spread commitment until the tipping point is reached. This also taught me that the same outcome can be achieved, but the real skill is doing it with the right levers at the right time.

☒ In terms of my managerial and leadership style, how did I apply the formal aspects of managing change to solving the SIM? Did I apply the several change levers correctly?

> *In the SIM, I focused on building alignment with key people first ("top-first" collaboration), then drove execution through clear decisions and follow-up. That matches my tendency to switch between directing and delegating (once I trust the person), and it helped me reach the outcome (19 adopters / critical mass).*
>
> *Overall, I applied the change levers as I did a stakeholder targeting a coalition-building and momentum toward adoption. The weakness is efficiency: the big gap between 48 and 87 weeks suggests I did not always prioritize the highest-leverage influencers early enough or adapt my approach to different profiles. In short, the levers were right, but the sequencing and personalization can improve.*

PASTE HERE SCREENSHOTS OF MY INDIVIDUAL RESULTS IN THE SIMULATION EXERCISE

You currently have **19 adopters** of the proposed sustainability initiative within the management team at Spectrum, and have used **48 weeks** to do so.

As you may recall, your Change Efficiency Ratio (CER) is the number of advocates gained divided by the number of weeks used or **0.40**.

Due to your change leadership skills, a critical mass of managers within the firm has adopted the sustainability for the initiative.

As a result, you have succeeded in bringing about an important organizational change and the future looks bright not only for Spectrum and the natural environment, but also for your career.

You currently have **19 adopters** of the proposed sustainability initiative within the management team at Spectrum, and have used **87 weeks** to do so.

As you may recall, your Change Efficiency Ratio (CER) is the number of advocates gained divided by the number of weeks used or **0.22**.

Due to your change leadership skills, a critical mass of managers within the firm has adopted the sustainability for the initiative.

As a result, you have succeeded in bringing about an important organizational change and the future looks bright not only for Spectrum and the natural environment, but also for your career.

** ** ** ** **

Comprehension and application of organizational structure and design principles

☒ Paste here a screenshot of the scores of the Work Style Scale (self-assessment):

Internal
83%
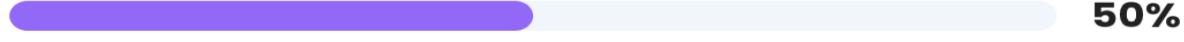
Rational
83%

Creative
67%

Impulsive
67%

Detail-oriented
50%

☒ What is my interpretation of my Work Style preferences? Key takeaways:

My work style is mainly internal (83%) and rational (83%). I prefer thinking things through, working independently and making decisions based on logic and outcomes rather than emotion. The scale suggest that I am fairly creative (67%),indicating that I like to find new angles and options. The risk is my impulsive side (67%): I can indeed move fast and lock in decisions quickly, which helps execution but can reduce buy-in or exploration if I do not pause. With detail-orientation at 50%, I am more "big picture and execution" than perfectionist, suggesting I need checklists and milestones to ensure quality at the end.

☒ More broadly, does my ability to structure my work and the work of others fit (not fit) with my management and leadership style?

> *Yes, it fits overall. My profile (high rational + internal, Monitor Evaluator/Coordinator, and a task-leaning leadership style) supports structuring work well. I tend to clarify priorities, define roles, and set decisions that keep execution moving. It also matches how I lead under contingencies,either I give clear direction fast or I delegate once expectations are set.*
>
> *However, where it does not fully fit is in consistency and follow-through: my mid detail-orientation (50%) and higher impulsivity (67%) can make me move quickly without enough checkpoints, which is when coordination slips or quality relies on last-minute fixes. To structure others' work better, I need more "S2/S3" behaviors (coaching/facilitating) and simple routines so the structure holds even when I am not driving it.*

☒ What did I learn from the exercise we did in class related to organizational structure?

> *I learned that "organizational structure" is not an org chart exercise, but a set of design choices (specialization, departmentalization, chain of command, span of control, centralization vs decentralization, formalization, and de-siloing) that directly shape accountability and service consistency. I also saw why different contexts call for different models (functional for focus and efficiency, divisional for responsiveness, matrix for cross-functional delivery), and each comes with trade-offs like duplication, conflicts or slower decisions.*

☒ How can I link what I have learned so far about my management and leadership style to what I have learned from this exercise related to organizational structure?

> *My style is naturally execution- and logic-driven, so I tend to perform best when roles, decision rights, and processes are clear (e.g. in structured simulations I scored very high on measurable tasks like P&L/EIC and risk management). The exercise reminded me that if I lean too much into centralization and formalization, I can create bottlenecks and silos, suggesting I should delegate decision-making closer to the "front line" when speed matters, and actively build boundary-spanning collaboration to keep teams aligned.*

Harvard Business School Online Simulation

Topic: Comprehension and application of organizational structure and design principles

Title of simulation: "Organizational Design Simulation: Evolving Structures"

In this simulation, students dive into a leadership role at Ecotripp, an online travel agency specializing in sustainable travel. As the company transitions from an entrepreneurial venture to an established midsize company, students will apply organizational design concepts to evolve the company's structure to support their rapid growth and avoid the downfalls of a misaligned organization. Student will have the opportunity to experiment with different structures throughout the business lifecycle and understand the short and long-term effects of their choices.

Learning objectives: Apply the 7 dimensions of organizational structure to transform the internal structure of a fast-growing and rapidly changing business. Understand the impact that moving from an informal structure to a matrix structure has on the health of the business including people, processes, finances and customers. Understand the pros and cons of various organizational methods that can be applied at different stages of the business life cycle.

** ** ** ** **

☒ What did I learn from doing this SIM on organizational structure? How does the theory explained in class relate to the SIM?

> *I learned that organizational structure is a performance lever with trade-offs. By changing reporting lines and coordination, speed-to-market and short-term results can be boosted, but it can also increase voluntary turnover and affect customer retention. The SIM made the class theory concrete: "fit" matters, structure has to match the strategy and environment, otherwise you win on one KPI and lose on another. It also showed me that structure shapes culture in practice (how people collaborate, how fast decisions happen).*

☒ In terms of my managerial and leadership styles, how did I apply what I have learned about these styles to manage the SIM? How did I use what I learned about the "elements of an organization's structure" to solve this SIM?

> *I managed the SIM the way I tend to lead, meaning rationnaly and execution-focused. I set direction, adjusted the design, then tracked the impact on people/process/finance/stakeholders across rounds. I leaned on my Monitor Evaluator/Coordinator strengths by clarifying priorities and using structure elements like division of work, coordination mechanisms as welle as formalization decisions and execution. The limitation I saw is that my "move fast" bias can create strain, so I need to balance structure for performance with structure that protects workload and support.*

PASTE HERE SCREENSHOTS OF MY INDIVIDUAL RESULTS IN THE SIMULATION EXERCISE

** ** ** ** **

ESSAY

During my internship at Regus (Community Associate Trainee) in Geneva, I saw how quickly operational details can affect the client experience. One concrete example was offering customers a flyer inviting them to leave a Google review, while also encouraging use of the internal Regus feedback channel. Although this was a small initiative, it was easy to implement consistently and contributed to an increase in positive reviews. This reflects my default leadership style: identifying concrete levers, implementing them quickly and learning from feedback. My assessment results align with this "structure executor" profile. On Mintzberg's triangle, I score higher on Craft (4) than on Art (3) and Science (2), reflecting my learning-by-doing approach. I tend to iterate, standardise and build routines rather than rely on creativity or heavy analysis. A further indicator is the Blake and Mouton model, which places me higher on Task (6.6) than on People (5.6). This suggests that while I value relationships, I tend to lead first through standards and deadlines. In teams, this translates into clear strengths, reflected in my Belbin results, where I score highest as a Monitor Evaluator (13) and Coordinator (11). Accordingly, I am comfortable prioritising, framing trade-offs and aligning people. For example, in a BOSC5 group project, I naturally took on a leadership role by splitting tasks, organising meetings and resolving conflicts by listening to everyone's perspectives and agreeing on a fair plan. That said, when deadlines are tight, I tend to take on more work myself to move faster, as shown in my low Teamwork score (3) and my tendency to avoid delegation under pressure.

My three "Core Management Principles" choices are (1) team leadership and collaboration in teams, (2) fostering and managing innovation and (3) leading and managing change. It is precisely in these areas that my results reveal both the biggest leverage and the blind spots.

In team leadership, for example, my strengths (Coordinator & Monitor Evaluator) help the team move forward by setting clear priorities, roles and decisions. However, cohesion and empowerment remain areas of weakness. This is reflected in my low Teamwork score and my tendency to limit delegation under pressure. When stressed, I can unintentionally create a dynamic in which most decisions go through me. While this may ensure quality outcomes in the short term, it slows learning and reduces team engagement.

A similar pattern appears in innovation. My Innovative Work Behaviour score is 3.6 in both self and peer results, with Implementation (4.0) as my strongest dimension and Opportunity exploration (3.33) as my weakest. This suggests that I am more effective at executing ideas than at scanning broadly and reframing problems early on. My Informal Network score (7/21) reinforces this pattern: my idea pipeline tends to be narrow, which creates a risk of incremental improvement when situations require more original options.

Finally, in the "Change leadership" area, results from the Sustainable Change Simulation show that my Exploration was strong (70/100), while Execution was moderate (51/100) and Ecolo Groove at 3.8/5. I nevertheless reached a critical mass of 19 adopters. However, my efficiency varied (CER 0.40 vs 0.22) across runs. This suggests that while I can mobilise support, stronger sequencing and follow-through would allow me to deliver results with less wasted time.

My development priorities come from the most limiting patterns: Teamwork (3), Informal Network (7/21), Opportunity Exploration (3.33) and Change Execution (51/100). Together, they point to one core issue: when pressure increases, I narrow the circle and rely too much on my own effort.

In order to improve, I should build delegation into my leadership reflex. Concretely, in my next group project or internship mission, I will define decision rights early, assign one clear person responsible per deliverable and use check-ins focused on removing obstacles instead of rewriting people's work. When I feel tempted to take over, I will limit myself to five minutes of explanation instead of spending hours doing the task myself.

Furthermore, I should strengthen exploration and the quality of my inputs. Before committing to a solution, I will aim to broaden my perspective by starting from the concrete issues people are facing, seeking perspectives from at least two people outside my usual circle and considering three alternative options before selecting one. This directly targets my weaker opportunity exploration and narrow network, while drawing on my strength in implementation to rapidly test ideas in practice.

Finally, in order to improve execution discipline, I will run fewer initiatives in parallel, focus efforts and shift to one-to-one discussions when progress is slow.