ADVANCED ORGANIZATIONAL CHANGE

COURSE SYLLABUS
BLOCKWEEK : JANUARY 21-25, 2020
Bidding Draft (Oct 22, 2019)

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Course Requirement : Organizational Change is a pre-requisite course for all students

COURSE DESCRIPTION

This block week course will examine a variety of change management topics that both deepen and enrich the Org Change course. It is recommended for students who want to expand their skills as they prepare to work in organizations which will be going through “advanced” innovative changes.

The course begins with a focus on the nature of organizational changes in management practices and corporate cultures, entitled Management 2.0. These leading-edge practices are innovations which will be carefully examined for their effectiveness, generalizability and implementation challenges. This will include examples of bold organizational design and processes (e.g. Holocracy; Agile), bold organizational cultures (e.g. transparency and feedback rich), and millennial-friendly employee engagement (e.g. lifestyle values and empowerment). Will these practices be successful? How will organizations need to change to instill them within the workplace? What kind of organization will appeal to a future CBS student, like yourself?

We will then examine a company in the middle of many interesting advanced Change issues such as Diversity, Empowerment, and the challenge of open discussions on sensitive political and personal issues entering the workplace. Progress in the tech world with Diversity seems to be still lagging considerably, while efforts to accommodate millennial values and expectations seem to be a natural experiment in progress. We will spend a day with examples from Google and other tech companies.

Other topics will include “how to’s” such as—e.g. how to be intrapreneurial and build an innovative organization inside a traditional organization, how to change in a fast changing, uncertain and unknowable world (which some call a “VUCA” world) and how to lead large transformations of traditional organizations. Finally, we will examine how to come back from traumatic loss and change.
One significant feature and highlight of the block week course is the field visit to iconic NYC organizations to meet with Executives and discuss their experiences with change management. Each student will be assigned to a small group which will experience a half day field trip to one of the following organizations: New York Public Library, United Nations, Sawaya Partners, The Metropolitan Museum of Art, and the New York Times.

The course will include case examples, active discussion, lectures, and a series of special class guests from different industries. Finally, there will be a special visit to the 9/11 Memorial which will help us appreciate the ultimate challenge of traumatic change, loss, healing, and resilience.

Overall, it will be a very interactive course with applications, techniques, and personal exposure to change leaders and change situations. STUDENTS ARE EXPECTED TO BE VERY PARTICIPATIVE.

COURSE OVERVIEW AND SCHEDULE:

Day 1: Leading Edge Organizations and Transforming Management Practices and Cultures

**Topic:** Leading Edge Organizational Changes - What changes are organizations making today that are bold, innovative, or challenging? (e.g. hierarchy busting, performance review transformations, transformations to support a Millennial workplace, transparency, etc.) What can be learned from these groundbreaking changes taking place in the laboratory of organizational change?

- 1: Leading Edge Management Practices - Why Change is Bursting Out....
- 2: Leading Edge Corporations Reinventing Organizational Models - Pros and Cons, How to Implement

**Guest Speakers:** Daniel Nothig, CBS ‘16 and Eniko Hegedus CBS ‘16, Co-founders, EdUcate (an agile capability building company, driving the largest agile transformations of the CEE region, providing organization design, training and agile coaching)

**Guest Speaker:** Lance Fensterman, Global Vice President, ReedPOP - A Quirky Offshoot of Reed Exhibitions

Day 2: The New Workplace—Diversity, Dialogue, Millennials: Google and other Company Experiments

The Diversity and Dialogue Challenges in the New Workplace—Progress?

- **Case Study:** “Google’s Diversity Debate” CBS Case (Todd Jick) (2018)
- **Guest Speaker:** (TBD) Shannon Mahon, Google, HR
- **Guests:** Cofounders of Women in Innovation, Alfia Ilicheva ('13), Co-Founder and Board Director, Maria Potorocyzn, Co-founder and Board Director, Kit Krugman, President and Board Chair
<table>
<thead>
<tr>
<th>Day 3:</th>
<th>Transformation Examples: Creating a New Innovative Business Unit in a Large Organization; Transforming a Large Organization in a VUCA World</th>
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<tr>
<td><strong>Topic 1:</strong> Creating an Innovative Business Inside a Large Corporation - The Story of ZX Ventures</td>
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<td>● Case Study: “AB InBev and ZX Ventures: Thirst for Self-Disruption” (CBS Case, Todd Jick) (2019)</td>
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<td>● <strong>Guest Speaker:</strong> Pedro Earp, (formerly) Chief Disruption Officer, ZX Ventures and currently, Global CMO, AB InBev</td>
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<td><strong>Topic 2:</strong> Leading VUCA Transformation—A General’s Perspective</td>
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<td>● <strong>Guest Speaker:</strong> General George W. Casey—</td>
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<td><strong>Topic 3:</strong> Prep for Field Visits</td>
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<th>Day 4:</th>
<th>Field Visits to Prominent NYC Organizations—Live Examples of Transformation and Innovation</th>
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<td><strong>Topic 1:</strong> Field Visits to one of the below organizations (9:00AM - 12:30PM, approx.)</td>
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<td>● <strong>New York Times:</strong> Will Bardeen, Senior Vice President, Strategy and Development, (CBS Alum), and several Times executives</td>
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<td>● <strong>NY Public Library (NYPL):</strong> Anthony Marx, President and CEO; Iris Weinshall, COO Sam Rubin, Chief of Staff; Terry Neal, Director of Employee Relations and Talent Acquisition</td>
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<td>● <strong>Metropolitan Museum of Art:</strong> Dan Weiss, President and CEO. Others such as: Laurel Britton, Chief of Staff, Max Hollein, Director of the Met; Allison Rutledge-Parisi, VP and Chief HR Officer, Jamie Kelleher, VP and CFO and Treasurer, Tiffany Sen, Head of Procurement and Financial Operations,</td>
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<td>● <strong>Sawaya Partners:</strong> CEO, Fuad Sawaya (CBS Alum), and key members of the leadership team</td>
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<td>● <strong>United Nations:</strong> Fatemeh Ziai, Department of Political and Peace Building Affairs and Peace Operations</td>
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<td><strong>Topic 2:</strong> Preparation of PowerPoints (afternoon)</td>
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<th>Day 5:</th>
<th>Learnings from the Field Visits; Experiencing Loss and Resilience—The Case of 9/11</th>
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**Topic 1:** Team Presentation: Team presentations: analysis and recommendations from company field visits (5 teams) and discussion. 40 minutes per team including class discussion.

**Topic 2:** Loss, Healing and Resilience - Perhaps the central challenge in Change Management is how to manage loss and develop resilience. In the afternoon, I will present a behind-the-scenes look at how the 9-11 Memorial was conceived and the role I played as the Facilitator of a series of Committees charged with determining the mission and program for the Memorial.

- **Field Visit:** We will then do a site visit of the 9/11 Memorial and witness and discuss the tragedy, the loss, how it has been memorialized, and the healing and recovery.

**Topic 3:** Course Summary—We will discuss the themes and takeaways from Advanced Organizational Change.

**GRADING:**

Grading will be as follows…

1. **Class Participation** (50%): Includes contributions made in class discussions, simulation completion, engagement with course guests, participation in the field visit and field report, debrief, discussion…
2. **Individual Assignment** (10%): Paper due in first class
3. **Final Exam Takehome** (40%): (Jan 27-Feb 3, 2020)

**ASSIGNMENTS:**

**Individual Assignment (10%)**

- 2-3 Page Paper, **due the night before the first class**

**Assignment Questions:**

1. Why is there a call to “reinvent organizations” and what are the key dimensions of Management 2.0?
2. Which of the Management 2.0 reinventions are you personally most excited about and why?
3. In the subtopic you have been assigned, how far have we come in transforming organizations? And what are the two discussion questions you most want us to debate and consider in class regarding your topic?

**Group Assignment (Required, but Not Graded)**

- Field Site PowerPoint—Analysis and Recommendations
- **Due at 9:00am, on Saturday, Jan 25**
- Based on your site visit and additional readings/research, put together a PowerPoint presentation (20 minutes max) which might include material along the following lines:
1. **Diagnosis**: What change challenge is this organization facing? What are its change threats and opportunities? What trends and events have led the organization to its current state?

2. **Change Progress Review**: What changes has it made or does it plan to make? Who were/are the change agents? Where was/is the resistance? How has the organization dealt with the change and how much progress has been made thus far? What obstacles remain?

3. **Action Plan**: What recommendations do you have for this organization about making and managing change going forward?

**READINGS BELOW** (Subject to revision and/or consolidation for the actual course, but shared below to illustrate the themes and issues which are to be addressed)

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<thead>
<tr>
<th>Session 1: Tuesday, January 21, 2020</th>
<th>Leading Edge Organizational, Management and Culture Reinventions</th>
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<tr>
<td><strong>Required Readings (1A-1C):</strong></td>
<td><strong>Optional Readings (Pick At Least One):</strong></td>
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<tr>
<td><strong>Topic 1A - Management 2.0:</strong></td>
<td>Pick One from list below:</td>
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<tr>
<td>● “The End of Bureaucracy,” Gary Hamel and Michele Zanini, <em>HBR</em>, Nov-Dec 2018, pp. 51-59.</td>
<td>(Video) - “Laloux Cultural Model” on YouTube (9 minutes)</td>
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<td>● Case - Transformation at ING-Agile (A), May 17, 2018</td>
<td>(Explore) Hamel Website: Management Innovation Exchange</td>
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<td><strong>Topic 1B - Holocracy:</strong></td>
<td>“How to Build Your Own Spotify Model,” Juriaan Kamer, <em>The Ready</em>, Feb 7, 2018</td>
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**Topic 1C - Transparency:**

- “Company Culture and the Power of Thoughtful Disagreement” Dec 12, 2014; interview with Ray Dalio by Andrew Sorkin, You Tube. (Watch 0:00-18:00)
- “The Smart Path to a Transparent Organization” Ethan Bernstein, WSJ, Feb 23, 2015

**Guest Speaker Preparation:**

- (Skim) “Growing Pains at Popular New York Comic Con” NY Times, Oct 10, 2014

**Further Reading:**

- Students will be divided into groups and assigned additional articles on either Holocracy or Transparency, to be communicated in advance of class.

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**Session 2: Wednesday, January 22, 2020**

**The New Workplace—Diversity, Dialogue, Millennials: Google and other Company Experiments**

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Millennials:

- “The US Chairman of PWC on Keeping Millennials Engaged,” HBR, Nov 2014, pp.41-44.

Diversity and Dialogue:

- CBS Case - Google’s Diversity Debate (A) Todd Jick (2018)
- “How Companies Like Google and Alibaba Respond to Fast-Moving Markets,” Dave Ulrich, HBR, Oct 1, 2019
- “Inside Google’s Civil War,” Beth Kowitt, Fortune, May 17, 2019
- “Microsoft’s Diversity Efforts Spur Debate Again,’ Jessica Guynn, USA Today, April 24, 2019.

Pick One from list below:

- “Get Ready for Gen Z Workers,” WSJ, Sept 7, 2018
- “Estee Lauder Applies Millennial Makeover” Sujeet Indap, Financial Times, Nov 17, 2016. (2pp)
- “Millennials are not Monolithic” Geoff Colvin, Fortune, Oct 25, 2016
- “The Other Diversity Dividend,” Paul Gompers and Silpa Kovvali, HBR, July-August, 2018
- “How to React to Biased Comments at Work” J. Honesty, D. Maxfield, and J. Grenny. HBR, May 3, 2017
- “Which Types of Companies are Adding Women to Their Boards and Which Are Not,” Shivaram Rajgopal and George Fleck, HBR, Oct 11, 2018.
Session 3: Thursday, January 23, 2020

a) Self-Disruption Change and b) VUCA Transformation in the US Army

Field Site Prep: Teams to prepare site visit questions and “ghost deck”

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<tr>
<td><strong>Self-Disruptive Change:</strong></td>
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**VUCA World Readings:**


- Dennis James email with background on General Casey.

**Session 4: Friday, January 24, 2020**
Field Visits to Prominent NYC Organizations Transforming and Innovating

**To Do Before Class:** Read about your organization and prepare interview questions

**Required Pre-Reading:** (read all for your site; skim other sites, time permitting)

**United Nations and Sawaya Partners**
- TBD for both sites

**New York Public Library**
- [https://qz.com/1401665/can-libraries-save-america/](https://qz.com/1401665/can-libraries-save-america/)

**New York Times**
- “The Times and the Post They Are a Changing” CBS Case (Jick, 2015)
- “Journalism That Stands Apart: The Report of the 2020 Group” NY Times, Jan, 2017,
- “Donald Trump is Helping But the NY Times is Struggling” Matthew Ingram, Fortune, Feb 2, 2017

### Metropolitan Museum of Art

- The Frick Will Probably Take Over the Met Breuer,” Robin Pogrebin, NYT, Sept 22, 2108.
- “A Leadership Shift at the Met” Robin Pogrebin, NY Times, June 14, 2017
- “How the New Met Can Work,” Eric Gibson, WSJ, June 21, 2017

### Session 5: Saturday, January 25, 2020
Presentations from the Field Sites; Transformation, Loss and Resilience

**Required Readings**

**Healing and Resilience:**
