ADVANCED ORGANIZATIONAL CHANGE B8512-001

COURSE SYLLABUS
BLOCKWEEK : JANUARY 18-22, 2022 (Kravis 4)
Nov 1, 2021, Canvas Bidding

Professor: Todd Jick
Office: Virtual, via appointment
E-mail: Tdj2105@gsb.columbia.edu
TA: Hannah Brock
E-mail: Hbrook22@gsb.columbia.edu

Course Requirement: Organizational Change is a pre-requisite course for all students, no exceptions

COURSE DESCRIPTION
This block week course will examine the growing variety and examples of leading edge, ‘advanced’ organization, management and leadership practices called “Management 2.0”. These companies will be the laboratory for Advanced Org Change—illuminating their journeys and efforts to become more innovative, less hierarchical, less bureaucratic, more transparent, more empowering, and more adaptable. In doing so, we will examine a range of industries, company sizes, and histories from start up’s to large traditional organizations seeking to transform themselves to very different management processes, leadership roles and skills, and corporate cultures.

These progressive companies indeed are distinctive in their ways of doing things, their character and climate, and frequently quite successful as a result, with competitive differentiation in their marketplace and in the war for talent. We will explore many such examples, learn from them, and in so doing challenge ourselves to think about the kinds of organizations students will be joining post CBS and beyond. This will include examples of bold organizational design and processes (e.g. Holacracy), bold organizational cultures (e.g. radical transparency) and millennial-friendly employee engagement (e.g. lifestyle values and empowerment).

Some of these workplaces are created out of the strong vision of a leader, some are bottom up created, but almost all arise out of a recognition of a fast changing, unpredictable world called “VUCA”—volatile, uncertain, complex and ambiguous. Covid-19 is the most dramatic example of such, and we will want to understand what forms of management practices and leadership skills will help organizations become more capable and more adaptable to unpredictable future challenges.

However, it goes beyond cataloguing these pioneer workplaces for the future. These new workplace designs and cultures will also be shaped by new workforces, more diverse, more millennial, and motivated to help “reform” workplaces and modernize them with their own goals and aspirations. We will be our own “focus group” imagining and identifying the kinds of workplaces that students hope to join or help create/transform.
The course will include many case examples including very recent cases, active discussion formats, breakouts, lectures, and a series of thought leader outside speakers and case protagonists. But the course is not for those who want a low paced course—we will depend on the energy of students weeklong!

The Outline for the course follows with a major topic each of the five days:

I. The New World of Work: The Case for "Management 2.0" in a VUCA world (Tuesday)
II. The Adaptable and Anchored Workplace: Start-ups and Legacy Company Transformations (Wednesday)
III. The New Workplace: Innovative Organizational and Management Practices (Thursday)
IV. The New Workforce: Examining the Impact of a Diverse and Millennial Workforce (Friday)
V. Leaders and Companies of the Future: Our Potential Role in Changing to Management 2.0 (Saturday)

EXPECTATIONS AND GRADING:
Overall, it will be a very interactive course with active discussions, breakouts, project teamwork, significant engagement in terms of reading and commitment to being prepared and a resource to others, and daily exposure to prominent and stimulating guest speakers.

STUDENTS ARE EXPECTED TO BE VERY PARTICIPATIVE. This is NOT a course for quiet bystanders, as students will be expected to be engaged in discussions, breakouts, project teams, etc. throughout the week.

TEAM PROJECTS: You will join two different team projects and activities during the Blockweek:

a) Book Team= All students will be divided into teams of fellow students assigned to the same book you have read
b) “Dig Deeper” Team; Students will join a team to explore more deeply some of the key areas of the course including:
   i. Start-up’s built for Management 2.0,
   ii. Large Companies transforming to Management 2.0,
   iii. Consulting firms advising companies HOW to become Management 2.0,
   iv. Leading Edge tools and techniques for implementing Management 2.0

GRADING:
Grading will be as follows…
1. Class Participation (50%): Includes contributions made in class discussions, breakouts, various classroom activities, and engagement with course guest speakers
2. Individual Assignment (10%): Read assigned book and create one slide
3. Final Paper (Take-Home) (40%)

Individual Assignment (10%)
All students must read the book assigned to them. After reading the assigned book, please create one slide that answers the following questions:
1) Five (5) key takeaways and lessons from the book you were assigned to read
2) Three (3) things you learned that especially intrigued you (your “aha” moments)
3) Two (2) questions the book stimulated for you

The slide is due by **10:00PM, January 17, the night before the first class on Canvas**. You will be using the slide to lead a book discussion during the week on your assigned book.

**Final Paper (40%)**
More information on the final paper will be released during the week. You will have a full week after the course ends in order to complete it.

**Pre-course Reading (Book Teams) (Plus Day 1 Readings below for all)**
- **Group 1** Assigned book= *Humanocracy: Creating Organizations as Amazing as the People Inside Them, Hamel and Zanini, 2020*
  - Listen to “What If Your Company Had No Rules?” Freakonomics, September 12, 2020. (52 min)
  - Watch “Brave New Work | Aaron Dignan,” Talks at Google, May 6, 2019. (55 min)

- **Group 2** Assigned Book= *Brave New Work, Aaron Dignan, 2019*
  - Listen to “What If Your Company Had No Rules?” Freakonomics, September 12, 2020. (52 min)
  - Listen to “Humanocracy with Michele Zanini,” The Ready, September 21, 2020. (40 min)

- **Group 3** Assigned Book= *No Rules Rules: Netflix and the Culture of Reinvention. Hastings and Meyer, 2020*
  - Listen to “Humanocracy with Michele Zanini,” The Ready, September 21, 2020. (40 min)
  - Watch “Brave New Work | Aaron Dignan,” Talks at Google, May 6, 2019. (55 min)

- **Group 4** Assigned Book= *Leadership is Language, David Marquet, 2020.*
  - Listen to “What If Your Company Had No Rules?” Freakonomics, September 12, 2020. (52 min)
  - Watch “Brave New Work | Aaron Dignan,” Talks at Google, May 6, 2019. (55 min)
  - Listen to “Humanocracy with Michele Zanini,” The Ready, September 21, 2020. (40 min)
COURSE OVERVIEW AND SCHEDULE:

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<th>Date</th>
<th>Topic</th>
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<td>Tuesday, January 18</td>
<td>The New World of Work: The Case for Management 2.0</td>
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**Overview:** What is the "old" organizational model, and why doesn’t it work anymore? What changes are organizations making today, especially to adjust to the world of COVID-19? Why is it important for organizations to be able to work in a world of turbulence? 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? What kind of organization will appeal to a CBS student, like yourself?

**Topics:** Management 1.0 vs. 2.0, VUCA

**Guest Speaker:**
- Aaron Dignan, author of *Brave New Work* and founder of The Ready (an org design and transformation thought leader, inspiring and consulting to help companies to discover a better way of working)

**Readings/Materials:**

**Preparation/Discussion Questions:**
1. Why is there a call to reinvent organizations? (e.g. Be ready to explain the key premise behind “Exponential Change” and “VUCA”)
2. What changes strike you as the most critical?
3. If you were asked to design the ideal organization of the future, the so-called future ready organization, what would be the most critical aspects of its design (e.g. structure, processes, roles, culture, etc.)?
4. What aspects of the “Advanced Organization Changes” do you personally want to learn most about?
### The Adaptable and Anchored Workplace: Strong Culture and Values

**Overview:** How can a strong corporate culture help an organization, especially in a time of extreme turbulence like COVID-19? What role do values play in corporate America today?

**Topics:** Culture, values-driven leadership

**Guest Speakers:**
- Vicki Kroviak, CEO (Acorn Health) and team
- Adam Bryant, The ExCo Group, Author, and former journalist (NY Times “Corner Office”) and NY Times employee

**Readings/Materials:**

**Acorn Health**

**Preparation/Discussion Questions:**
1. Acorn Health Case
   a. What made the onset of the Pandemic so challenging for Acorn Health from a leadership point of view? (Be in their shoes!)
   b. What were the key ingredients of building this start-up, which impressed you the most, and why?
   c. How would you recommend they handle the 3 dilemmas faced at the end of the case?
   d. What can you see in this story that epitomizes the ongoing challenges of companies for the future?

**Readings/Materials: NY Times**
2. NY Times Innovation Reports

**Readings/Materials: Haier**

**Preparation/Discussion Questions:**
1. NY Times Case
   a. What made it so difficult to transform the NY Times?
   b. What were the key ingredients of the change plan?
c. What concerns you about the plan and what do you think hits the mark?

2. Haier Discussion Questions:
   a. Explain the key ingredients of the Haier revolutionary model of organization design and process featured in the HBR article (and Humanocracy book). Why was it apparently so successful?
   b. What impressed you about this laboratory for Management 2.0? Shortcomings? Transferability?
   c. What are the learnings about transforming traditional manufacturing to the Management 2.0 model?
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<th>Day 3: Thursday, January 20</th>
<th>The New Workplace: Innovative Management</th>
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**Overview:** What are the radical new organization designs and cultures to counter the downside of hierarchy and bureaucracy? How do you build and sustain these models? What is Holacracy? How can companies implement holacracy? What are more agile and adaptable organization processes? How is radical transparency, authenticity and courage part of the foundation of new models of organization cultures?

**Topics:** Holacracy, agility, team-based designs and corporate transformations, radical transparency featuring three leading edge models at Netflix, Zappos, and Bridgewater

**Guest Speaker:** Erin Meyer, INSEAD Professor, and culture expert and co-author (with Reed Hastings) of *No Rules Rules: Netflix and the Culture of Reinvention* (2020);

**Readings/Materials:**

**Netflix**

**Preparation/Discussion Questions**
1. Netflix Readings
   a. What does it mean to have “no rules rules” at Netflix?
   b. What are the key lessons learned for us from the Netflix culture and ways? Its transferability? Its sustainability?

**Readings/Materials:**

**Zappos**
3. “Beyond the Holacracy Hype”, Ethan Bernstein, Niko Canner, et al., *HBR*, July-Aug 2016,

**Readings/Materials: Bridgewater**
1. “At the world’s largest hedge funds, 24-year-olds use ‘dots’ to critique their CEO,” *Quartz*, September 7, 2017.
Preparation/Discussion Questions for Zappos and Bridgewater

1. Zappos Case and Readings
   a. Explain holacracy and the reasons behind it.
   b. Employees were offered the opportunity to be bought out and leave Zappos if they did not want to work in this model. A total of 18% accepted the offer. What do you conclude from that?
   c. Given the various readings about Zappos, and the case, what impresses you about this laboratory for Management 2.0? Shortcomings? Transferability?

2. Transparency (e.g. Bridgewater)
   a. What is the push for transparency in organizations all about?
   b. In what aspects of organizational life might transparency be manifest?
   c. Bridgewater has a transparent “dots” system of behavior and performance feedback. What are its benefits? What are your concerns? Would you like such a system in your future workplace?
   d. What rules of thumb should organizations use for deciding whether and how much to be transparent?
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<th>Day 4: Friday, January 21</th>
<th>The New Workforce: Examining the Impact and Dynamics of a Diverse and Millennial Workforce</th>
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**Overview:** Who are millennials, what do they want, and what is generational conflict? How are the new demographics in the workplace. How have diversity, equity, and inclusion (DEI) in the workplace progressed?

**Topics:** Millennials in the workplace; generational conflict, the new demographics in terms of race and gender

**Guest Speaker:** Kayvan Kyan, McKinsey, Co-Author of “Millennials: Burden, Blessing or Both?”

**Readings/Materials:**

**Millennials**

**Preparation/Discussion Questions: Millennials**
1. What was the cause of the friction between Deon Miller and Camille Beaumont all about?
2. How would you have handled the situation differently if you were each of them? Or not?
3. What do you take away from this example?
4. One of the readings asks if millennials are a burden or blessing, or both? What’s your view?
5. What are the potential challenges and areas of cross-generational tensions in organizations going forward?

**Readings: Google & Diversity**
1. Case: Google’s Diversity Debate (A), CBS, Todd Jick, 2018

(choose 2/4 below)

**Prep/discussion Questions: Google Case and Readings**

1. Google has spent millions of dollars on Diversity initiatives over the past few years. Is the glass half full or half empty? How so and why?

2. With so many companies today espousing a commitment to Diversity and Inclusion transformational change, what should they learn from the Google story?

3. Two very public firings at Google-- James Damore and more recently, Timnit Gebru-- have led to many discussions about diversity and discrimination. What are your views of these two incidents? How should organizations “manage” differences of opinions/dissent?
### Overview:
This last class day focuses on an in-depth examination of a best in class Leadership transformation exemplified by a nuclear submarine Captain, David Marquet. This final examples will then enable us to examine student aspirations about the organizations of their future, and what role they can/will play as leaders in shaping and changing towards those models. In addition, we will share out “Dig Deeper” Team summaries of key findings.

### Topics:
- Reinventing Organizations and Reinventing Leadership;
- Post-MBA aspirations and lessons learned;
- “Dig Deeper” Team report outs and observations


### Readings:
2. “What does it mean to be a manager today?,” *HBR*, April 21, 2021
3. “Will You Still Need A Boss In A Distributed Workforce?” *Forbes*, Lindsay Kohler, August 28, 2021
4. Excerpts from *When the Monkeys Run the Zoo: The Pitfalls of Flat Hierarchies*, Stefan Kuhl, September 1, 2017

### Prep/Discussion Questions: New Leadership Models
1. What have the “new age” leaders embodied in their leadership approaches?
2. What are the surprising aspects of these approaches, and their effectiveness?
3. What has happened to the “boss” in the Management 2.0 world?

### Course Summary
1. Looking back over the week, what are your key takeaways about the journey to Management 2.0 type practices?
2. Which ingredients are you personally most enamored with? How do you see your own career reflecting some of these passions?
3. How has your “ideal organization” design evolved by the end of this week, and your role in it?